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AGEING
NETWORK

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GENERAL ASSEMBLY meeting

NANTES – FRANCE

MERCURE Nantes Centre
Grand Hôtel

Meeting room: Feydeau Cheviré

April 25th, 2025

1. Welcome words by EAN president and VYV3 representatives



2. Agenda proposal

1. Welcome words by EAN president and VYV3 representatives
2. Agenda proposal
3. Minutes from the last GA meeting – Athens 9/2024
4. Welcoming of new EAN members and guests + introduction roundtable of all participants
 - a. New members: Haus der Barmherzigkeit NÖ. Pflegeheime GmbH; Österreichische Jungarbeiterbewegung; SERVICE MENSCH GmbH; NHI Ireland; Scottish Care; Elena Weber; Monika Caracuda; SFV - The Icelandic federation of companies in the welfare sector
5. Summary of EAN activities in 2024
6. Activity plan for 2025
7. EAN WG on Funding in social services A. Koster
8. EAN WG on Digitalisation in LTC M. Smeets, V. Husakova
9. EU affairs M. Smeets
 - a. New European Commission
 - b. EU Care strategy follow up
 - c. The Union of skills
10. EAN involvement in EU projects
 - a. WELL CARE; EldiCare 2.0; Care4Skills; Care4Elders
11. Next EAN congress(es)
 - a. 2027 WORLD LTC CONGRESS|
12. Invitation to Workshop on Spirituality in care I. Mata
- Flexible coffee break*
13. EAN financial matters
 - a. Financial result 2024
 - b. Auditor's report 2024 A. Kumpu, E. Führer
 - c. Budget 2025
 - d. Membership fees 2025, invoices 2025
14. EAN bylaws D. Sapy
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. EAN members survey on their expectations and needs
19. Reports from members and guests –foreign workers in LTC in specific countries
20. Miscellaneous & Discussion
 - a. Next General Assembly meeting in autumn 2025
- Light lunch*
- 13:30 – 15:00 **WORKSHOP** on Spirituality in Care I. Mata

3. Minutes from the last GA meeting – Athens 9/2024

- No remarks

Venue: THEOXENIA PALACE HOTEL, 2 Filadelfeos Street, Kifissia, 145 62 Athens, Greece.

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

Agenda: Attached

PART 1 – CHAIRED BY JIŘÍ HORECKÝ

01. Welcome words by Jiří Horecký

- Mr. Jiří Horecký (JH) welcomed delegates, new EAN members and guests at the GA meeting in Athens.

02. Agenda proposal

The proposed agenda with slight changes (attached) for the GA meeting was approved.

03. Minutes from the last GA – Tallinn 5/2024

- GA members **adopted** the Minutes of the meeting in Tallinn 5/2024.

04. Welcoming of new EAN members

- Since the last GA meeting in Tallinn, we have approved two new members: Labor Mobility Partnerships gGmbH - Germany and SERVIOR – Luxembourg (from 1.1.2025)

05. Round table of participants and guests

- All participants introduced themselves to each other

06. EAN financial matters

- a) Membership fee invoices – recap
- Miriana Buffa (EAN treasurer) informed that most invoices of 2024 were already paid, and we've been in touch with the organisations where there have been delays.
- b) EAN partnerships in 2024 and 2025
- President Horecký informed about current EAN partnerships, the situation is stabilized with Hartmann, Arjo and Samsic and we are now negotiating a new contract with P&G. Thanks to all our partners for support!

07. EAN congress 2026 / 2027

- Interest has been expressed from the Dutch organisation ActiZ (Jiří and Aad will contact them in the coming weeks)
- If Prague is chosen for the GAN World Congress in 2027, then it would be logical to cancel the EAN Congress in 2026 and combine EAN and GAN in 2027
- The EAN Executive Board will return to this item in November 2024
- We also have to think about the topic of the congress, how to come up with a new concept, topics that have been recurring in recent years



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

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

5. Summary of EAN activities in 2024

European Ageing Network

Activity Summary Report 2024



Introduction

The year 2024 marked a period of significant growth, visibility, and strategic influence for the European Ageing Network (EAN). The network strengthened its international partnerships, engaged in major EU and national policy initiatives, expanded its role in digital transformation, and developed key projects supporting education, mental health, and workforce development in long-term care (LTC). EAN continued to serve as a central platform connecting providers, experts, and institutions across Europe and beyond.

We are bringing you a Management Summary Report highlighting the key activities and main outputs of EAN in 2024, presented primarily in bullet points.

Key Areas of Engagement

Policy and Advocacy

EAN actively contributed to shaping European policy in the field of long-term care through:

- Representation in platforms such as Social Services Europe, the Sectoral Social Dialogue Committee for Social Services, and the Rethinking Healthcare Systems advisory group.
- Moderation, facilitation, and reporting at conferences in Brussels and expert workshops.

- Publishing position papers and participating in national events addressing staff shortages, care quality, and professionalization.
- Organising press conferences (e.g., Vienna) and engaging with authorities and media.

EAN ensured that the voice of long-term care providers was heard in political, expert, and public discussions. Issued position paper: Tackling the workforce problems; new ways will open new door.

International Conferences and Representation

Throughout 2024, EAN participated in numerous international activities:

- Executive Board and General Assembly meetings (Athens, Tallinn, Barcelona).
- Engagement with global platforms such as the Global Ageing Network, FESE, and the International Federation on Ageing.
- Delegations to China (facilities and ageing committee), Uganda (NGO cooperation), and Sweden (Attendo).
- Presentation of the Long-Term Care 2030 vision at conferences in Italy: Trieste, Bari, Brà, Desenzano, Milano, Bologna.

Digitalisation and Innovation

Digital transformation was a strategic priority for EAN in 2024:

- Publication of two strategic documents:
 - POSITION PAPER – Boosting the Digital Transition of Elderly Care in Europe
 - REPORT – Accelerating the Digital Transition – A Stepping Stone for Sustainable Elderly Care in Europe
- Leading the DIGI working group, coordinating multiple meetings and expert exchanges.
- Organising a roundtable on digitalisation in care in Prague.
- Participating in workshops focused on the use of AI in social services.

Project Partnerships

EAN actively participated in international projects aimed at strengthening skills, resilience, and innovation in long-term care:

- EldiCare 2 – European training for care professionals.
- Well Care – Mental health and wellbeing of employees in LTC.
- Care4Skills – Skills development for the LTC workforce.
- Care4Elders – Dementia care education

Education and Training

EAN strengthened its network of accredited training institutions and supported educational development:

- Oversight of standards in EAN-certified managerial training.
- Evaluation of graduates, two reaccreditations, and one new accreditation.
- Coordination of the annual meeting with accredited and interested training providers.
- Co-organisation of the conference on 21st Century Skills in LTC (Athens).
- Participation in the EURECO-EHECADI forum in Brussels.

Project Cooperation and Social Services Funding Working Group

EAN was involved in:

- The PROCON project focusing on care quality.
- Establishing and running the Funding Working Group – both online and in-person in Prague.
- Development of new training paths and pilot projects supported by EU and national funds.

Public Visibility and Communication

EAN promoted public awareness of LTC:

- Keynote contributions and workshop moderation at international events.
- Discussions on care ethics, work environments, and quality of life in residential facilities.
- Active engagement in media and expert public debates.

Network Growth and Operations

In 2024, EAN successfully expanded its membership base and reached out to new and potential members (France, Germany, Sweden, Denmark, Iceland, Scotland, etc.).

- Newsletters
- Active communication and support of EAN members
- Sharing documents and invitations of other organizations we are cooperating

EAN Executive Board and General Assembly Meetings in 2024

In 2024, several key Executive Board and General Assembly meetings were held to guide the network's direction and support strategic goals:

- Executive Board, March 8, 2024, Athens
- Executive Board, May 30, 2024, Tallinn
- General Assembly, May 31, 2024, Tallinn
- General Assembly, September 25, 2024, Athens
- Executive Board, November 29, 2024, Barcelona

Membership in Organisations

EAN is a member of the following European and international organisations:

- GAN – Global Ageing Network
- FESE – Federation of European Social Employers
- SSE – Social Services Europe
- AGE Platform Europe
- EHF – European Housing Forum

Acknowledgement to Partners

We would like to express our sincere thanks to our partners (Paul Hartmann, Arjo, Samsic, P&G) who supported us in 2024, shared their expertise with us, and actively engaged in joint activities. Thanks to this collaboration, we were able to expand the impact of our initiatives, implement concrete projects, and connect the professional and commercial worlds of long-term care.

We maintained active contact with these partners throughout the year, and we are pleased that our cooperation continues to grow in support of better care for older people across Europe.

Conclusion

EAN's activities in 2024 demonstrate the strength of a dynamic and value-based network working together to shape the future of care. Through its work in policy, education, digitalisation, advocacy, and international representation, EAN has shown that progress in long-term care is not only possible but essential.

Looking ahead, EAN is committed to further connecting professionals, promoting standards, and acting as a bridge between policy and practice to create a sustainable and human-centered model of care across Europe.

EAN booklet new edition 04/2025

EUROPEAN AGEING NETWORK

2025

European association to foster
co-operation and raise visibility
of the long-term care for older
persons in Europe.

FOREWORD



Long-term care is a very important sector in all the European countries. Not only it's growing very rapidly representing around 5 % of all EU employment but this growth and raising demand is linked with serious problems and great challenges now and in the future.

This means that at the end of our lives we need, and we are going to need support, help and care. We will need this help, care, and support to live our lives with dignity, to be respected as human beings thus not care recipient but a client determining the structure and content of the help/care/support. Even though to be respected, treated, and looked after with dignity is one of the fundamental basic rights it's not that obvious in relatively many countries.

One of the biggest successes of last decades is more and more accessible health care, health prevention including vaccination, better nutrition, healthier lifestyles, new medicines, methods, approaches, technologies and even more public spending for health care that resulted worldwide (though not equally) in a great success. We all live longer.

EUROPEAN AGEING NETWORK is there for its members to help and support them in the time of changes, challenges, issues, problems but also new opportunities and approaches.

We try to contribute to some solutions, we disseminate and share good practices, we open discussion about current issues like recruiting and retaining the staff, migrant workers, quality of life (of our clients but also employees), oncoming digitalization of the social sector, detecting taboos and prejudices, finding sustainable funding models, or showing our vision for the future of long-term care.

The life expectancy has been increasing for the last 200 years (yet not equally and with some pandemic or war related swings). Along with that progress, the life expectancy in health has been increasing not at the same pace or we could also say significantly slower than the life expectancy rate. This has one simple outcome. We are living longer but at the end of our lives with need help, support, assistance, and care with our activities of daily living (ADL) and instrumental activities of daily living (IADL).

And we are also raising the qualification and knowledge of managers in the long-term care sector and lastly, we are not only through networking contributing to a better European environment for long-term care providers.

And we have been demonstrating our passion and commitment to these goals in several concrete outputs of our activities.

Jiri Horecky
President

The vision of EAN is to work in these directions: improving the quality of life for older persons and people with disabilities, supporting its members in researching good practices, establishing effective communication with EU institutions, and becoming a key network for providers in the ageing and disability care domains.

The aim of EAN is to promote cooperation between national associations for directors and providers of long-term care services, institutions, and organizations, as well as individuals related to care for older persons and people with disabilities, and to represent them at the European level.

Why to be a member

04/2025

WHY TO BE A MEMBER of European Ageing Network



1. ACCESS TO A LEADING COMMUNITY OF PROFESSIONALS - BE PART OF A PRESTIGIOUS COMMUNITY

You will be a member of the largest association for long-term care providers of older persons in EUROPE. You will be a part of the „family“ of various care providers, national associations of care providers and care related organizations of all forms – public, private for-profit or private not-for-profit thus NGO's.

2. INFLUENCE POLICY AND ADVOCACY

Through our network, through European and global organization we are aligned with, you will always have all the information about what is going on in Europe and worldwide. The EAN actively engages with European policymakers to shape strategies and policies related to ageing and elder care. As a member, you can contribute your insights and expertise to have a voice in key decisions affecting the sector.

3. SHAPE POLICY AND ADVOCACY EFFORTS

European Ageing Network is a discussion partner with EU institutions and EU countries, releasing position papers, studies, and reports that indicate the way forward and future of long-term care in Europe such as: Long-term care Vision 2030, The Biggest Taboos and Prejudices in long-term care, Well nutrition in Elderly care, Transition of Digital acceleration in long-term care, 10 points on Workforce in long-term care, and more.

We want our voice to be heard also in cooperation with important organizations we are members of such as: Global Ageing Network, Age Platform Europe, European Federation of Social Employers, Social Services Europe.

4. STAY INFORMED ON TRENDS AND INNOVATIONS

Gain exclusive access to cutting-edge research, case studies, and updates on industry trends through EAN's publications, webinars, and events. This keeps you ahead of the curve in delivering effective and sustainable solutions in the field of long-term Care. Keep up with emerging trends, technologies, and solutions shaping the future of elder care. EAN members gain early insights into innovations that can transform the way ageing is managed across Europe.

5. EXPAND YOUR PROFESSIONAL NETWORK AND SHARE EXPERIENCE

Participate in conferences, workshops, and forums that bring together leading experts, care providers, and industry innovators. Networking opportunities allow members to build meaningful connections and foster collaborative partnerships across Europe. Special occasions for meeting and new liaisons are also our European congresses that are being held for more than 20 years now.

6. ENHANCE QUALITY OF CARE THROUGH RESOURCES AND TRAINING

Benefit from tailored resources, guidelines, and training opportunities designed to improve the quality of care and services for older adults. Membership equips you with the tools to meet the highest standards in older persons care. EAN has been providing the managers training (with more than 1500 trained managers) and is co-owner of E-Qalin, Ltd. which is a European self-assessment tool for Quality in long-term care.

7. COLLABORATION ON PROJECT ACTIVITIES

Membership in the association provides the opportunity to participate in various project activities, including pilot projects, grant programs, and innovative initiatives. These activities allow you to contribute to the development of new solutions, improve care, and share experiences with other members. Collaboration on projects fosters innovation and the growth of the entire sector.

8. SHARED IDENTITY AND UNIFIED VOICE

The association connects individuals and organizations with shared values and goals. It provides a platform for a unified voice that can more effectively advocate for the interests of its members in public, media, or political institutions. This enables members to play a role in shaping the environment in which they operate.

9. SUPPORT IN TIMES OF CRISIS

During crises, such as the COVID-19 pandemic, associations play a crucial role in providing up-to-date information, recommendations, and practical solutions. Members have access to a network of experts and peers who can help navigate challenging times and share best practices. Associations offer a stable foundation even in uncertain circumstances.

10. TOGETHER, WE CAN MAKE A DIFFERENCE

By joining the European Ageing Network, you become part of a collective force driving meaningful change in the care of older persons and people with disabilities. Together, we advocate for better policies, share innovative practices, and improve the lives of those we care for across Europe. Your membership strengthens our ability to shape the future of care.

6 MUTATIONS

- English
- German
- French
- Italian
- Spanish
- Dutch
- Czech

6. Activity plan for 2025

- Working Groups Digitalisation / Funding - reports
- European projects
- Growth of EAN membership
- EU activities – Policy and Advocacy
- EAN Training programme
- E-Qalin
- EAN survey on members expectations and needs
- EAN Press monitoring in EU
- Online sessions of EAN members
- General Assembly in Lisbon
- EB / president's activities on behalf of EAN members
- Older people and Vaccination hesitancy project

7. EAN WG on Funding in social services

- Aad Koster
- Marcel Smeets

About the Working group

- Participants: Aad Koster, Vera Husakova, Michiel Kooijman, Pascale Hulpiau, Clémence Lacour, Salvatore Petronella, Elena Weber, Marcel Smeets
- Aim: *to define guidelines and framework conditions for sustainable and equitable financing of elderly and social care services. The guidelines should content key principles, roles & responsibilities, good practices examples and solutions for the short-term*
- 3 meetings, draft Discussion note

Key discussion points

- Starting point: *While public provision remains the ideal, reality demands alternatives. Private funding, investment, and personal efforts may help fill this gap*
- What do we mean by *public* and *private*?
- Considerations:
 - Care as a right or as a product/ service
 - Types of investments and private funding
 - Access to quality care
 - Affordability and financial burden
 - Financial planning for aged care
 - Social implications, social protection and equity
 - Technological innovations and private investment
 - Private providers (not for profit x for profit)

Structure and content of the Discussion note

- Discussion note should reflect context, thinking and opinion
- Based on desk research, internal discussion and current practices
- Main opinions:
 1. The quality and affordability of health and social care should be there regardless the income and financial wealth of older people. There may be space for profit-seeking in so-called hotel services (housing/accommodation, food and auxiliary services) and some specialised services.
 2. As private funding plays a growing role in aged care, it is essential to strike a balance between investment, access, and quality of care. A comprehensive framework to assess the value of private funding, considering both economic and social factors, is crucial to ensure that care systems remain affordable, equitable, and sustainable in the face of an aging population

Notes for further exploration by the EAN WG

Having made a first inventory of considerations, the future work of the working group should explore:

- the role of government and the aged care sector in assessing and regulating private investments without stifling financial innovation;
- models of care that prioritise equity alongside economic sustainability;
- case studies of successful private-public partnerships in aged care
- Final report/ EAN statement

8. EAN WG on Digitalisation in LTC

Activity Summary

TOPICS:

- Artificial intelligence in elderly care
- Guidelines on the implementation of the European Health Data Space regulation
- Cybersecurity
- Catalogue of best-practices examples:
 - Innovations
 - Documentation systems
 - A “decision tree” or process description
 - Telemedicine

Help us and provide us true the Questionare more examples/ good practices.

ACTIVITY:

- 4x DIGITAL MEETINGS
- 1x ROUND TABLE
- PARTICIPATION IN WORKSHOPS FOCUSED ON THE USE OF AI IN SOCIAL SERVICES

PROJECT „DIGICARE4CE“

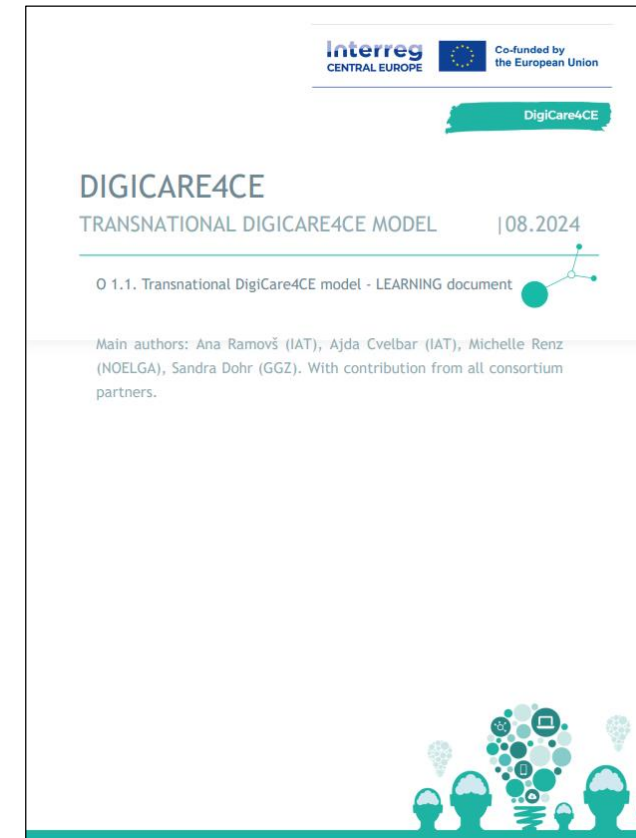
- Mission: Increasing the level of digitalisation in LTC-facilities
- Objectives:
 - Develop a framework for the digital transformation of care facilities
 - Tested the use of digital technologies in 8 pilot actions
 - Elaborate action plans for the investment implementation

Here is a video, that sums it up: <https://youtu.be/88DnfnnC5sA?si=PMt3NtSIV8CIB-E0>

Outcomes - tools

Digicare4CE Model

- A reference framework mapping the digital tools in partner countries:
[Available here](#)



Outcomes - tools

Digicare4CE Online check

- **Website** helping LTC facilities assess their current level of digitalisation: [Available here](#)
- **Guidelines** for LTC facilities that outline steps that can help managers implement new digital solutions: [Available here](#)

<https://digicare4ce.eu/homepage>

9. EU affairs

- **Marcel Smeets**

- a. New European Commission
- b. EU Care strategy follow up
- c. The Union of skills

New European Commission

- No Commissioner for elderly care
- But:
 1. Holistic Approach to care (new working method)
 2. Support for care providers (working conditions and skills)
 3. Sustainable funding and policy implementation (Action plans)
- Close-reading:
 1. Mission letters
 2. EC Work program 2025

Who	Role	Relevance
Teresa Ribera, Executive Vice-President	Clean, Just and Competitive Transition	<ul style="list-style-type: none"> ○ Clean Industrial Deal ○ just and social transition ○ new State aid framework
Henna Virkkunen, Executive Vice-President	Tech Sovereignty, Security and Democracy	<ul style="list-style-type: none"> ○ Europe's 2030 Digital Decade targets ○ Digital Networks Act ○ European Data Union Strategy
Stéphane Séjourné, Executive Vice-President	Prosperity and Industrial Strategy	<ul style="list-style-type: none"> ○ Projects of Common European Interest ○ Public Procurement Directives ○ Circular Economy Act
Roxana Mînzatu	Social Rights and Skills, Quality Jobs and Preparedness	<ul style="list-style-type: none"> ○ European Pillar of Social Rights ○ Union of equality ○ fairness between generations ○ Mental health ○ Pact for European Social Dialogue ○ impact of digitalisation in the world of work ○ occupational health and safety ○ addressing long-term care workforce challenges
Olivér Várhelyi	Health and Animal Welfare	<ul style="list-style-type: none"> ○ availability and competitiveness of medical devices ○ cybersecurity of hospitals and healthcare providers ○ European Health Data Space ○ prevent and reduce food waste
Wopke Hoekstra	Climate, Net Zero and Clean Growth	<ul style="list-style-type: none"> ○ European Climate Law ○ social and just transition
Hadja Lahbib	Equality, Preparedness and Crisis Management	<ul style="list-style-type: none"> ○ new Gender Equality Strategy ○ Strategy for the Rights of Persons with Disabilities ○ EU Preparedness Union Strategy ○ New strategy to support medical countermeasures against public health threats
Dan Jørgensen	Energy and Housing	<ul style="list-style-type: none"> ○ European Affordable Housing Plan ○ European Strategy for Housing Construction ○ Attract more private and public investment for affordable and sustainable housing ○ Address the inefficient use of the current housing stock
Glenn Micallef	Intergenerational Fairness, Youth, Culture and Sport	<ul style="list-style-type: none"> ○ Strategy on Intergenerational Fairness

New European Commission Working program 2025

Several critical issues for elderly care providers will be addressed, focusing on:

- Sustainability of long-term care systems
- Workforce improvements, including training and retention
- Digitalisation and innovation in care services
- The continued development and implementation of the European Care Strategy
- Tackling inequality and gender disparities in care access
- Integration of health and social care
- Ensuring sustainable financing models for elderly care

What	Issue	European Commission's Work program 2025
Sustainability of Long-Term Care systems	Europe's ageing population is placing significant pressure on long-term care systems, with rising demand for services to care for older people, especially those with chronic conditions and disabilities.	The EC is likely to continue supporting reforms aimed at ensuring that LTC systems remain financially sustainable. This may include creating financial models that support both formal care providers and family caregivers, as well as boosting investments in elderly care infrastructure.
Improving the workforce in aged care	The aged care sector is facing severe workforce shortages due to the demanding nature of the work, low wages, and difficult working conditions. As the number of older people increases, there will be an even greater need for skilled and compassionate care workers.	The EC is expected to address this by promoting the Union of Skills initiative, which aims to improve education, training, and workforce mobility within the care sector. Efforts may also include advocating for better wages, improved working conditions, and the recognition of the care profession across EU Member States.
Digitalisation and innovation in aged care	The integration of technology into aged care (e.g., digital health, telemedicine, AI-driven care) is critical for improving care quality, accessibility, and efficiency. However, challenges remain in terms of digital infrastructure, data privacy, and the digital skills of both care providers and elderly individuals.	The EC is likely to continue promoting digital health initiatives , including the EU Digital Strategy, which may involve developing digital solutions for aged care, expanding telehealth services, and fostering AI applications to enhance care delivery.
European Care Strategy	The European Care Strategy, which was introduced to improve care services across the EU, will continue to be a priority. This includes improving the quality, accessibility, and affordability of care services for all, with a special focus on the elderly.	The EC is expected to work on implementing and expanding the European Care Strategy, focusing on creating care workforce policies, quality assurance mechanisms, and better integration of healthcare and social services.
Addressing inequalities in aged care	There are significant disparities in access to aged care services, especially between urban and rural areas, and across different socioeconomic groups. These inequalities limit access to high-quality care and support for elderly individuals.	The EC is likely to continue its work on reducing inequalities in elderly care by focusing on accessibility in underserved regions, affordable care, and ensuring that services are tailored to meet the needs of vulnerable older populations.
Gender equality and the specific needs of older women	Women live longer than men and therefore make up the majority of the elderly population, often facing different healthcare and social care needs. Gender inequalities, including in the distribution of unpaid care work, also persist.	The EC will continue to push for policies that promote gender equality in care, such as better recognition of unpaid care work and ensuring that aged care services are sensitive to the needs of older women.
Health and social integration	The integration of healthcare and social care systems remains fragmented in many EU countries, which can hinder the delivery of comprehensive care for elderly individuals, especially those with complex needs.	The EC will likely focus on integrating health and social care services , ensuring that older people receive a more coordinated and holistic approach to their care needs. This could involve reforming national care systems to reduce silos and improve collaboration between healthcare providers, social services, and family caregivers.
Financing Long-Term Care	The financing of long-term care services remains a significant challenge for EU countries, especially as the older population grows. Many EU countries are facing financial constraints that hinder the expansion of long-term care services.	The EC is likely to focus on developing sustainable financing models for LTC , such as supporting public-private partnerships, creating innovative care delivery models, and ensuring that funding mechanisms are flexible and equitable.

New European Commission & Working program 2025

How can we influence?

- Via direct contacts with EC officials
- Via own Working groups and public consultations
 1. Funding: MMF 2028-2034, EU Funding for civil protection, preparedness and crises response
 2. Digitalisation: EU Cybersecurity Act, AI Continent, Cybersecurity in healthcare sector
- Via our partners
 1. Social Service Europe: ESF+, MFF 2028-2034, public procurement, European Pillar of Social Rights
 2. Housing Europe and Senior Housing & Healthcare Association: Affordable Housing Plan



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



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!



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.



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
- VYV3 project – Philippe Belseur

Our Project :

Application for Accreditation

Erasmus+ KA1 EU Program

Why an accreditation in Erasmus+ KA1 ?

- KA1 Erasmus + : EU Co-funding to organise mobility of professionals in Europe, to share practices and so to improve the knowledge and expertise
- Objective of the accreditation: to obtain a sort of “validation” by EU to get co-funding for mobilities for several years
- To obtain more easily co-funding for mobilities

Our common thread for the accreditation

What are the developments and innovations in Europe to promote and to develop:

- the autonomy
- the self-determination
- the social participation among the elderly, in institutions or at home

Focus on 3 topics for the organisation of mobilities of professionals

TOPIC 1 : The ageing of people with disabilities
including :

- the support of people with disabilities and ageing
- but also mental health (dementia and psychiatric diseases) in the elderly

To exchange and to work on :

- The transformation of services providing, the necessary division to better understand the needs of the person (acculturation): what are the offers in Europe, are there similar developments?
- What are the public policies in Europe on this subject?
- how to highlight the notion of pathways for the person in Europe: for the ageing disabled person , but also for the elderly with mental health issues

TOPIC 2 : The prevention

- What are the innovations and actions to postpone dependency? to promote autonomy and social participation, at home like in institutions
- What is the fluidity in the person's pathway?
- Actions implemented at home to postpone the entry into an institution :
notion of pathways, continuum of services, forms of housing
- Examples from Northern countries and "villages" where the social participation of the elderly is highlighted
- What are the support methods to facilitate the transition between different services as dependency occurs

TOPIC 3 : The role of caregivers and the evolution of the professional's role

- What is their role with the elderly? Appreciation, support of caregivers, etc.
- The role of the professional: Human Resources policies, professional training, positioning, and appreciation

And the next steps....

- Who (as EAN members) are interested to exchange on these topics (developments and innovations to present) ?
- Application by VYV3 for an accreditation for 3 years of mobilities on 1st October 2025 (inclusion of the topics as a basis for mobilities and programme of mobilities for 3 years with request of co-funding for professionals of VYV3)
- If accreditation accepted by EU, possibility for asking each year for co-funding for mobilities for the next 3 years



Contact

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Laure.reveau@vyv3.fr

Philippe.belseur@vyv3.fr



VYV³ Pays de la Loire, Union de mutuelles de Livre III immatriculée au répertoire Sirene sous le numéro 844 879 015. Soumise aux dispositions du Livre III du Code de la Mutualité.

Siège social : 29 quai François-Mitterrand – 44200 Nantes

11. Next EAN congress(es)

a. 2027 WORLD LTC CONGRESS

PRAGUE, September 7-8, 2027



12. Invitation to Workshop on Spirituality in Care

- **Ilarion Mata**

Today after the lunch in the same room

flexible coffee break around 10:30

We start again at 11:10



13. EAN financial matters

- a. Financial result 2024
- b. Auditor's report 2024
A. Kumpu, E. Führer
- c. Budget 2025
- d. Membership fees 2025, invoices 2025

13a. EAN financial matters – revenues 2024


FINANCIAL BALANCE EAN LUX 2024

Revenues	Proposal 2024	Reality 2024
Membership fee EAN	60 000,00 €	64 537,00 €
Certificates & accréditations	5 500,00 €	11 272,00 €
Arjo partnership	15 000,00 €	15 000,00 €
Hartmann sponsorship	15 000,00 €	15 000,00 €
SAMSIC partnership	10 000,00 €	10 000,00 €
P&G partnership	15 000,00 €	3 625,00 €
Other	- €	3 046,00 €
Total	120 500,00 €	122 480,00 €

13a. EAN financial matters - costs 2024

Expenses	Proposal 2024	Reality 2024
Office supplies	500,00 €	509,40 €
EAN booklets, leaflets	700,00 €	2 664,51 €
Marketing materials	500,00 €	1 763,24 €
EB / GA / WG costs	25 000,00 €	34 556,95 €
Translations + language corrections	1 000,00 €	299,86 €
Website & Internet services	1 000,00 €	713,21 €
Bank charges	500,00 €	31,49 €
Membership of EAN in other associations	5 000,00 €	5 658,97 €
Write-offs (membership)	2 000,00 €	2 472,50 €
Office management, rent	29 400,00 €	29 399,70 €
Certificates management	1 500,00 €	1 564,79 €
Brussels lobbyist expenses	33 000,00 €	33 000,02 €
Accounting services	5 000,00 €	4 974,72 €
Project participation 2024	12 000,00 €	3 000,00 €
Other costs	1 000,00 €	797,57 €
Total	118 100,00 €	121 406,92 €
ANNUAL BALANCE	2 400,00 €	1 073,08 €

13a. EAN financial matters - EU projects 2024

 FINANCIAL BALANCE EAN PROJECTS 2024		
Project	Costs incurred in 2024	Grant spending in 2024
ProCare	- €	5 105,51 €
HelpDesk	149 043,19 €	153 803,38 €
EldiCare2	65 777,25 €	57 006,55 €
WellCare	35 169,04 €	35 169,04 €
Care4skills	24 416,99 €	20 503,78 €
Care4elders	908,97 €	727,17 €
CO-FINANCING 2024		3 000,00 €
TOTAL	275 315,43 €	275 315,43 €

13b. EAN financial matters - AUDITORS

Auditors Report of 2024

We have made the audit of the accounts, the profit and loss and the financial statement on 31 December 2024. The profit for the financial year is **+ 1 073,08 EUR**.

We suggest that General Assembly **approve** the annual accounts and financial statement on 31 December 2024 and grant discharge to the Treasurer and the Executive Board.

Nantes 25th April 2025

13 c. Budget 2025 PROPOSAL

COSTS	PROPOSAL 2025
Office supplies	500 €
Booklets, printed materials	2 500 €
Marketing materials	2 000 €
EB/GA/WG costs	35 000 €
Translations + language corrections	300 €
Website + Internet services	750 €
Bank charges	50 €
EAN membership in other organisations	8 200 €
Write-offs (membership fees)	- €
Office management, rent	29 400 €
Certificates management	1 500 €
EU-Executive consultant expenses	32 550 €
Accounting services	2 000 €
Projects participation	11 000 €
Other	1 000 €
TOTAL	126 750 €

REVENUES	PROPOSAL 2025
Membership fees EAN	65 000 €
Certificates + accreditations	6 000 €
Arjo partnership	15 000 €
Hartmann sponsorship	15 000 €
SAMSIC partnership	10 000 €
P+G partnership	14 500 €
Other	2 000 €
TOTAL	127 500 €

BALANCE	750 €
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13d. Membership fees 2025, Invoices 2025

MEMBERSHIP FEES 2025

Basic membership fee per care provider or care related organization:

Budget <€ 10 Mio/year	500 EUR
Budget <€ 50 Mio/year	1.000 EUR
Budget <€ 100 Mio/year	1.500 EUR
Budget >€ 100 Mio/year	2.500 EUR
Umbrella associations	300 EUR fix plus 3 EUR per membership organization
Academic institutions	550 EUR
Local and regional governments, cities <i>Amount to be determined by decision of the Executive Board</i>	500 - 2000 EUR
Individual professionals <i>Except for employees of care providers, umbrella associations and academic institutions</i>	250 EUR

14. EAN bylaws

- Didier Sapy
- Maria Mannerholm

15. Social Employers & Global Ageing Network update



FESE – Framework of Actions 2025

Main Objectives

- Define actions jointly committed to by Social Employers and the EPSU-coordinated trade union delegation
- Propose actions for national and local social partners
- Support initiatives to **improve staff recruitment and retention** in social services

Key Areas for Action

- Education and initial training
- Welcoming and onboarding staff
- Safe staffing levels
- Valuing and recognizing existing staff
- Lifelong learning and continuous professional development
- Work-life balance
- Gender equality and workforce diversity
- Occupational safety and health
- Managing change
- Internal and external communication
- Social dialogue and collective bargaining

Brussels, 20 March 2025

European Care Strategy – updates on implementation

Dana Bachmann, Head of Unit, D2 Social Protection,
DG EMPL, European Commission

Council Recommendation on access to affordable high-quality LTC



Affordability

adequate, timely and comprehensive social protection



Availability

more LTC services & options, home care & community-based care, territorial gaps, accessibility



Quality

LTC quality framework, based on quality principles and quality assurance



Carers

Fair working conditions and wages, addressing skills needs and workforce shortages, identification and support for informal carers

Monitoring and governance

- National LTC Coordinators
- Mutual learning and technical support
- Indicators based monitoring

Implementation measures by June 2024

Commission implementation report to the Council by 2027

Progress under Council Recommendation

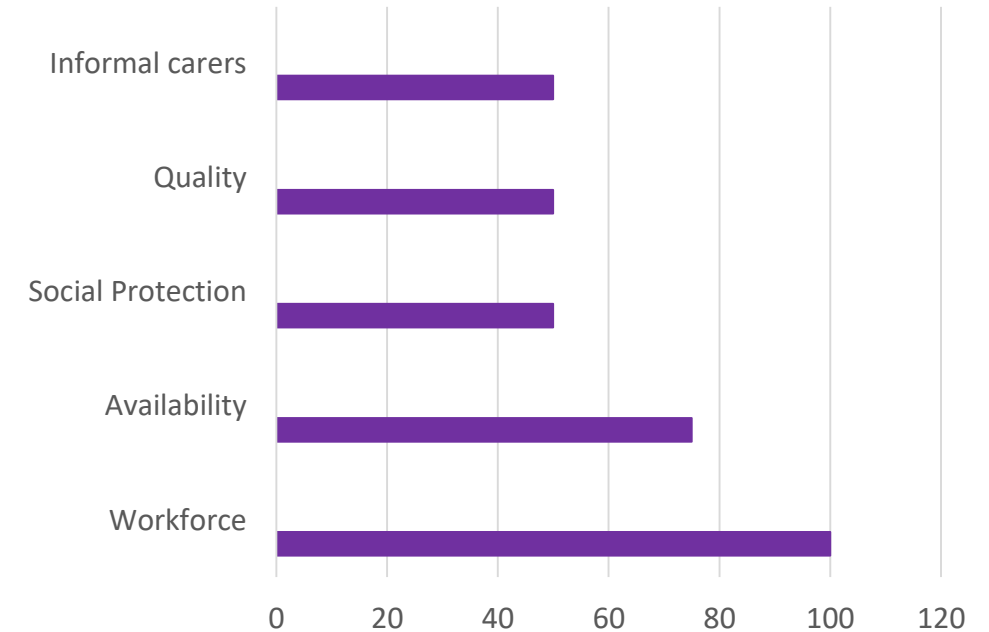
Policy measure focus

Indicator-based monitoring framework developed

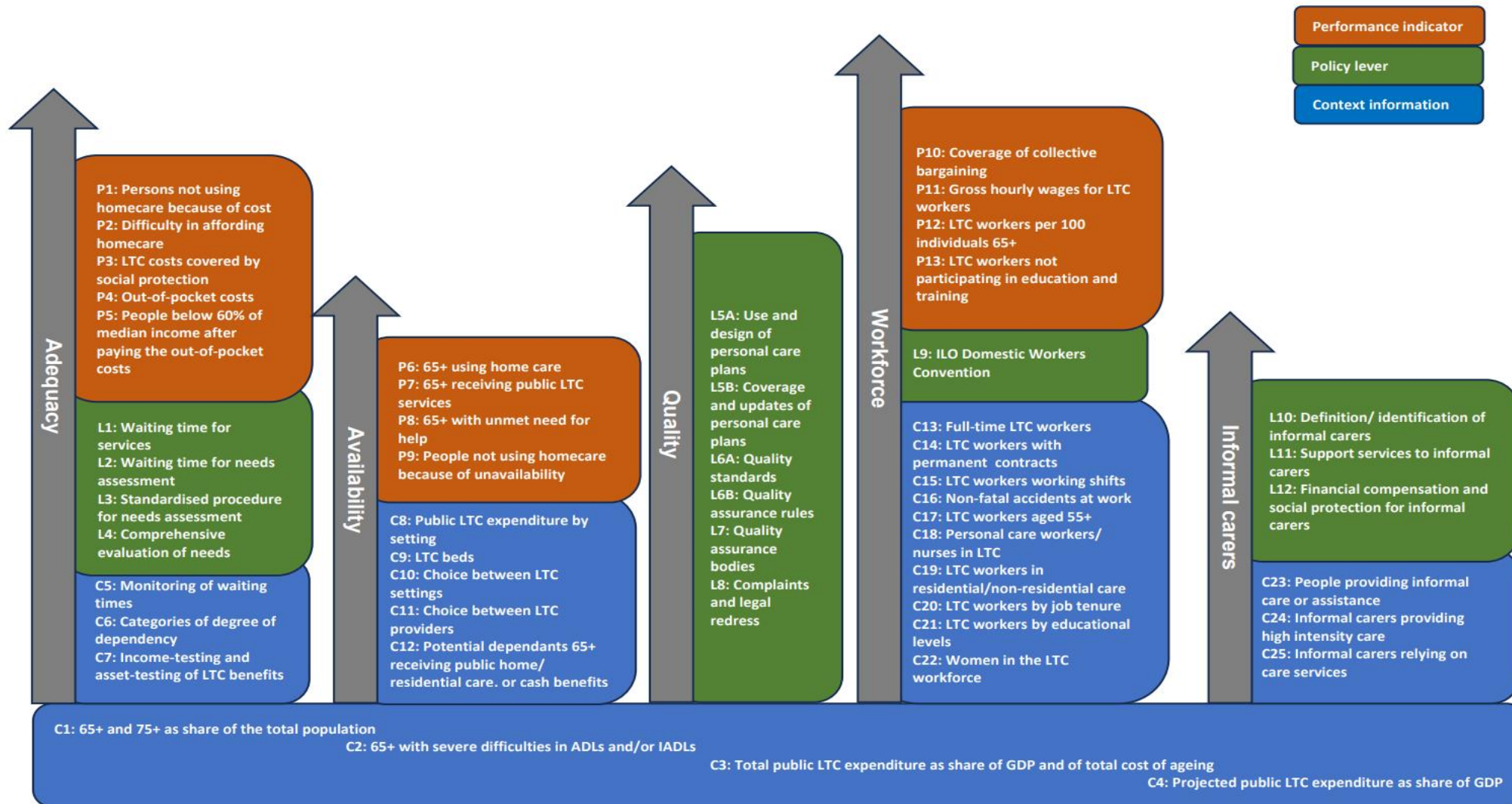
5 coordination and policy dialogue meetings and 3 mutual learning seminars: quality, social protection, workforce (2023-2024)

27 national reports on implementation (on EUROPA)

LTC in spotlight of SPC 2024 Annual report



Monitoring framework



**50 indicators
across
five dimensions**

- 13 performance indicators
- 12 policy levers
- 25 context information items

Examples National measures (1)

AT: digital solutions like Salve App for standardized care requests and fall sensors in nursing homes; grants for salary increases and additional leave and time credits

BE: BelRAI tool to enhance collaboration among home care providers, nursing homes, and organizations; Alivia digital tool for care coordination among multiple providers for individuals with intensive care needs

BG: 'Care at Home' programme offering integrated health and social services, combined with staff training

CY: online platform gathering all social care structures

DE: collective wage agreements for LTC workers, reform of tertiary nursing education (dual study programmes), remuneration during studies, simplification of recognition for foreign qualifications

EE: legislation to prioritize home care, improve needs assessment, and ensure comprehensiveness; minimum quality requirements for general care and home care

ES: Accreditation and Quality Agreement introducing a needs-based, community-oriented care model, measures to address workforce shortage by facilitating rapid upskilling of workers



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Examples national measures (2)

FI: Good Work Programme including staff training, international recruitment, and competence verification

FR: 'Ageing Well' strategy with measures on social housing for ageing tenants, hiring professionals for care facilities, and enhancing home care; informal carer leave and daily allowance for informal carers

HR: 18 residential centres for older people (RRP) in different counties with focus on integrated care

IT: comprehensive organizational model for territorial assistance

IE: independent Commission on Care for Older People to assess health and social care services for older individuals and provide strategic recommendations to the Government

LV: general agreement regulating working conditions, wages, and training for employees in state-funded long-term care settings

LU: Higher Council for the Elderly to enhance beneficiary participation in long-term care governance

MT: 'Carer at Home' scheme provides financial support to older citizens with low dependency, who employ carers with a recognised qualification to assist them with their daily needs



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Example national measures (3)

NL: Informal Care Agenda 2023-26 aiming to recognise, strengthen and adequately support informal carers e.g. via provision of guidance and tailored collaboration with formal care services

PL: Minister for Senior Policy to coordinate relevant activities and make policy and legislative proposals

PT: better legal protection for domestic workers, ensuring fair working conditions, appropriate wages, and safeguarding against exploitation and abuse and statute that recognizes and supports informal caregivers

RO: quality requirements in the procurement of care services, prevention of abuse in care homes, investments in day care and home care services

SE: legislation establishing a Protected Professional Title for Nursing Assistants, to ensure high-quality care and patient safety

SI: new social protection branch for LTC and comprehensive range of services to ensure a balanced mix of care options for older people

SK: Social Services Information System to improve the management and supervision of social services, including long-term care



Examples of EU level actions on LTC

❖ **Networking** of national LTC coordinators, **mutual learning**

❖ **EU funds for LTC** (ESF+, EASI, ERDF, TSI, RRF, HORIZON Europe, Digital Europe, ERASMUS+, etc.)

❖ Task force on **LTC statistics**

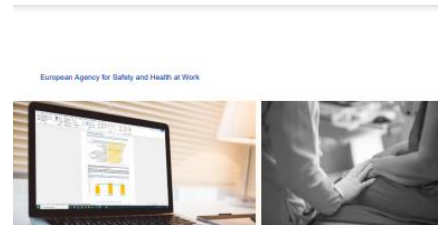
❖ Work with OECD to measure **effectiveness of social protection for LTC**



❖ **Studies** (on pathways for third-country nationals to join the EU LM; on the application of EU labour law in LTC; on OSH in LTC)

Commission decision setting up the European social dialogue committee for social services

As part of the follow-up to the 2022 Care Strategy and the 2023 Social Dialogue Initiative, the Commission adopted on 10 July 2023 a decision setting up the European social dialogue committee for social services.



OSH in figures in the health and social care sector

Report



Pact for Skills: launch of large-scale skills partnership for long-term care

Today, long-term care service providers, social partners and education and training providers, with the support of the European Commission, have set up a large-scale skills partnership for the long-term care sector.



Key deliverables related to workforce – European Care strategy

Social dialogue and collective bargaining

- New Sectoral Social Dialogue Committee on Social Services (kick-off December 2023)
- Support for capacity building for social dialogue at national level in the care sector

Education and training

- LTC skills partnership, under the Pact for Skills (launched April 2023)
- Supported by Erasmus+ project Care4Skills (kick-off March 2024)

Analytical work

- CEDEFOP skills in LTC
- Application of EU labour law in LTC
- Domestic workers
- Policy brief LTC workforce
- Attracting third country nationals in LTC
- Occupational safety and health issues in the health and LTC sector

Funding and technical support

- Technical Assistance Instrument (TSI)
- European Social Fund+ (6.7 billion EUR)
- Recovery and Resilience Fund (8 billion EUR)
- Horizon Europe and Digital Europe

Evidence Base

[Addressing knowledge gaps with regard to the long-term care workforce](#) (policy brief prepared by ESPAN)

[Application of EU labour law in the long-term care sector](#) (Thematic Review 2022-2023, prepared by ECE)

[Access for domestic workers to labour and social protection: An analysis of policies in 34 European countries](#) (report prepared by ESPAN)

[OSH in figures in the Health and Social Care Sector](#) (prepared by EU-OSHA)



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Key data

- **3.1 million** workers (nurses and personal assistants) employed in the LTC sector, **1.5%** of workforce (Eurostat, 2023)
- **No uniform definition** of LTC workers across Member States, **no national definitions and classifications** of LTC workers in the legislation of most Member States

Characteristics across EU

- mostly **women** (87%)
- **personal care workers** (64%), primarily in **residential care** (65%),
- 61% have an upper secondary degree
- 7.9% **non-nationals** (3.4% intra-EU mobile workers, 4.5% third-country nationals)

Conditions

- less likely to have long employment tenure (>60 months) 45% vs 56 %
- average hourly gross wage around **80% of the economy-wide average** (**69%** for personal care workers)
- 46 % in shift work



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Key findings

Large variations across countries in terms of jobs profiles, type and place of employment

Collective agreements – key role

Risk of in-work poverty in some countries due to combination of part-time and/or fixed-term contracts in combination with low hourly wages, (more for LTC personal care workers).

Un(der)declared work is prevalent in the sector.

Enforcement challenges

No coverage gaps for nurses and personal care workers - EU labour acquis

Specific challenges for domestic LTC workers

Possibility to formalise informal care provided by family members as LTC work in few countries

effort between stakeholders from different policy areas to improve the health and safety of the LTC workforce

- The workforce dimension under the **LTC quadrilemma** of (1) increasing LTC coverage, (2) ensuring quality of services, (3) improving working conditions and job quality, while (4) managing public expenditure.



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Next steps

Apr. 2025

- Social protection Committee – labour shortages in health and LTC sectors

Late spring 2025

- Webinar on Workforce

July 2025

- Forthcoming Eurofound studies: Informal carers (March 2025) & Undeclared care work (June 2025)

Summer 2025

- Publication of the WHO's Informal Carers' Toolkit

end 2025

- Thematic Report on availability of care settings across Europe

2026

- European Labour Authority (ELA): Focus on LTC workers in 2026

2027

- Report to the Council 2027

Future Actions

- **Quality Jobs Roadmap**
 - support fair wages, good working conditions, training & fair job transitions, notably by increasing collective bargaining coverage
 - developed in close co-operation with the social partners
- **Union of Skills** initiative
 - focus on investment, adult & lifelong learning, vocational education & training, skills retention & recognition of qualifications, enhancing skills intelligence
- Creating a more coherent framework for **addressing long-term care workforce challenges**, including facilitating the recognition of skills and qualifications, supporting skilling and career progression and improving working conditions
- Further plans to improve **Europe's approach to occupational health and safety**, new initiatives on **work-life balance** to support workers' **mental health**
- **Continuous support to member states** in the implementation of the Council Recommendation

Thank you!

GAN – Global Ageing Network Conference 2025

- November 1–5, 2025
- Boston, Massachusetts, USA
- Over 6,500 global ageing leaders expected
- Joint event with the LeadingAge Annual Meeting

16. AGE Platform Europe updates

- Maria Mannerholm
- Elena Weber



17. Social Services Europe updates

- Aad Koster
- Marcel Smeets

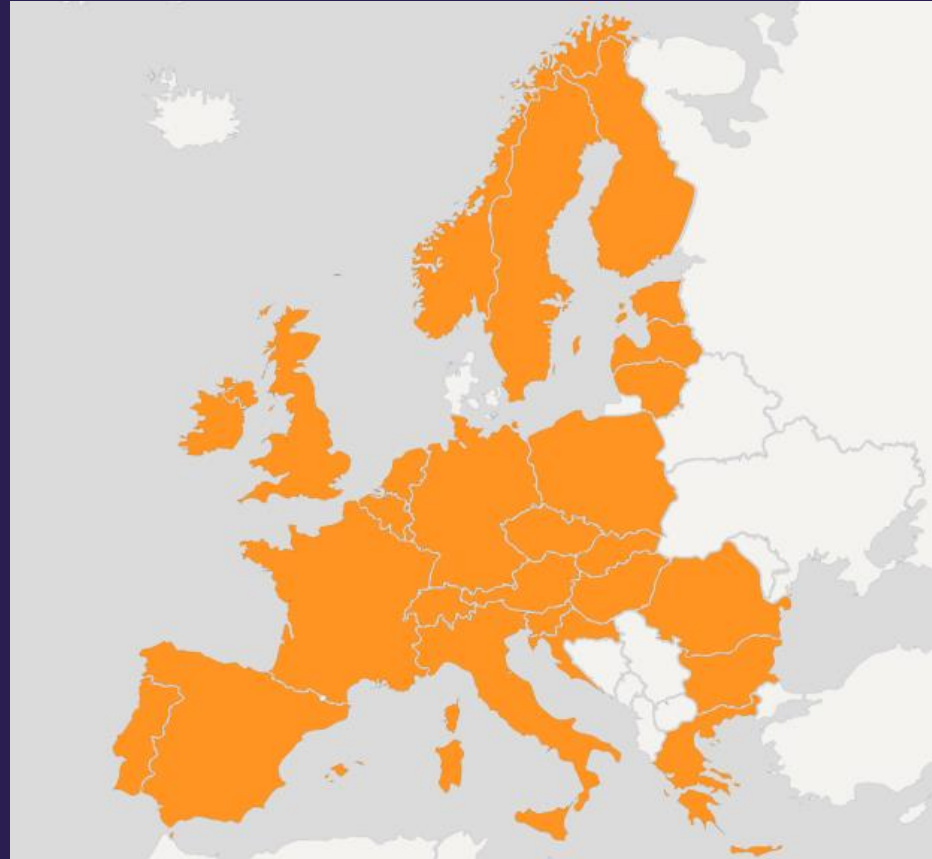


18. EAN members survey on their expectations and needs



- Shared by email on 8th April 2025
- 22 answers (22.4.2025)
- Paper / online form available
- Results and plan of next activities in Lisbon

19. Reports from members and guests – foreign workers in LTC in specific countries



20. Miscellaneous & Discussion

NEXT EAN GENERAL ASSEMBLY MEETING:

**SAVE THE DATE: October 6-7/ 2025
LISBON /PORTUGAL/**

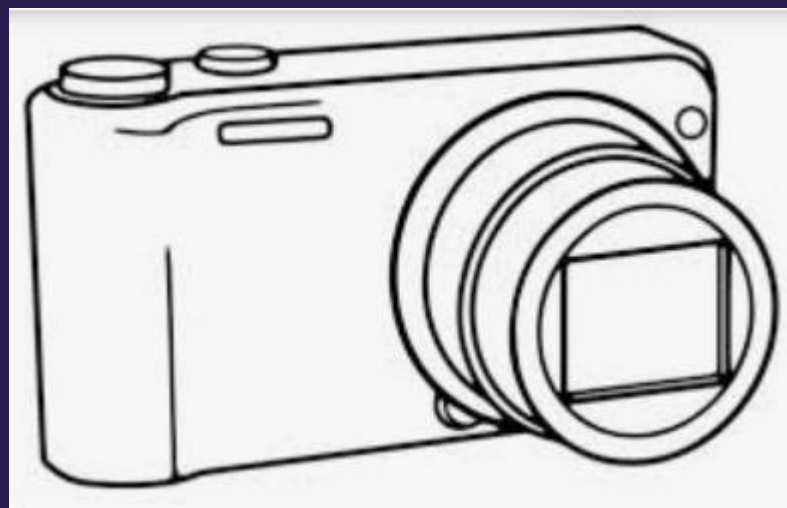
- October 6th afternoon – workshop / lecture / nursing home visit, joint dinner
- October 7th – General Assembly meeting
- More details soon

20. Miscellaneous & Discussion

Workshop on Spirituality in Care by ILARION MATA

After the lunch – we start at 13:30

JOINT PICTURE ???



Thanks for your attention.

Jiří Horecký

Karel Vostrý

EAN Executive Board members

EAN partners



Helps. Cares. Protects.



EMPOWERING MOVEMENT

