



ANNUAL REPORT 10



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A Word from the President

As President of EPR the Annual Report 2010 offers me the opportunity to share a few thoughts on our network, as well as on some significant developments that took place in our sector during the last year. I would like to emphasise that publishing and disseminating this Annual Report at a wider scale contributes to EPR's strategic objective to be a relevant and recognised player in the process of modernising the sector of disability-related health and social services. Moreover, it is in line with EPR's fundamental belief in transparency and accountability towards both members and external stakeholders.

When looking at the volume of activities and their related turnover, 2010 was for EPR without any doubt a top year. For a European network that intends to provide added value to its members and to contribute to the quality of life of people with disabilities, the number of professional development activities, projects and events is a sound indicator for its relevance. But growth always poses challenges in relation to quality and sustainability, which required an attentive attitude from the EPR Board of Directors and the General Secretary.

The high number of participants and positive feedback on the EPR Annual Conference (Helsinki-Tallinn, June 2010) and the Prometheus conference (Brussels, November 2010) reflect the enthusiasm of the members and the interest of various sectoral stakeholders in EPR. Both events are described extensively in this Annual Report and are good examples of the double orientation of the European Platform for Rehabilitation towards its members and towards the sector. The same applies to EQUASS which manifested itself during 2010 more than ever as a solution to the increasing desire to measure the quality of social services against a European framework of principles and criteria. In relation to its members, the Centre Action Plans and the strengthened service package for associate members were the

backbones of EPR's attempts for cementing benefits from membership during the last year.

At the EU policy level, 2010 has been a crucial period. The EU Disability Strategy 2010 – 2020 was finally launched after a long round of consultancy within the sector, and during the coming decennium will help shape policy-making in the rehabilitation sector. The biennial report on social services which was finalised by the European Commission during November will impact on the activities of EPR members even more. The report predicts an increasing importance of social services over the coming years in terms of both economic weight (already now more than 5% of GDP) and as a source of employment. This growth and change of the sector will raise the need for retraining of professionals and the exchange of good practice at European level.

For EPR members, 2010 was obviously a challenging year during which strong management decisions were needed to cope with the economic crisis. However, it is surprising and at the same time very encouraging to observe that all organisations in our network have stabilised or even reinforced their position over the last months. The difficult context forced them to prove their leadership in their respective countries, and the continuous focus on innovation and increased efficiency clearly paid off. The strength of the EPR members was also reflected in a stable and even growing membership of EPR, which is another indication that international co-operation is also in financially hard times often conceived as a solution rather than a cost.

I would like to thank everybody inside and outside the EPR Network who contributed to the success of 2010, and I am confident EPR will continue this positive momentum during 2011.

Bjørn Paulsen
EPR President



Bjørn Paulsen,
CEO, Durapart AS, Norway

Bjørn Paulsen has been CEO of Durapart for 12 years, a provider of employment and rehabilitation services to people with disabilities and other disadvantages in the South of Norway.

Before that he worked as technical manager and logistic director of Kitron - an electronic manufacturer. Bjørn Paulsen graduated from the University of Agder as a technical engineer. While working at Kitron and Durapart, he completed courses and trainings in management, leadership, economics, brand management and strategic planning.

Bjørn Paulsen has been a member of the EPR Board of Directors since 2007, and was elected as EPR President for the period 2010-2011.

EPR and its members adopt
a positive attitude towards
modernisation and change

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I. Strategy & Organisational Development

Implementation of the EPR Strategic Plan in 2009 - 2011

The EPR work plan 2010 aimed at contributing to the final and instrumental strategic objectives formulated in the strategic plan 2009 – 2011. An assessment of the activities during 2010 against the key performance indicators of the strategic plan led to the conclusion that it was a successful year, although not all targets were achieved.

STRATEGIC OBJECTIVES



In terms of membership, EPR did not attract any new full members as was intended, but the number of full members was maintained. The attempts to approach new organisations for associate membership were more successful with three service providers from Spain, Romania and Italy entering the EPR network.

Regarding the financial KPI, the targeted turnover of 860.000 Euro was exceeded by nearly 40%, mainly due to an increased project portfolio. The objective to reach balanced final accounts was also achieved, although strong corrective actions were required to tackle the forecasted deficit in the mid-year review.

As far as building organisational capacity is concerned, the EPR Secretariat started from 2010 onwards to apply its new HR Manual and Remuneration Policy. The increase of the number of projects required the involvement of additional staff (9 FTEs), but during the second half of 2010 the EPR secretariat was again reduced to its targeted staffing of 7 FTEs. In addition to the internal staff, EPR made increasing use of external expertise and consultancy during 2010 to provide high quality services to its members.

Finally, EPR set up 7 international benchmarking actions between its members in the light of the Key Performance Indicator to stimulate 'learning and development' within the network. Moreover, the EPR Board gave the green light to launch a permanent Forum for EPR members involved in Research and Development activities, and a mapping exercise of R&D plans and outputs in the EPR network was carried out. In the light of revitalising the concept of the European Rehabilitation Academy, a feasibility study was made, but no concrete actions were undertaken. The same applies to the stimulation of joint business development between the members.

Society needs all hands: Rehabilitation services as a bridge to participation in society and employment (EPR Annual Conference 2010)

Year after year, EPR commits itself to offering its members the best possible environment to learn about the latest developments in the sector, debate and exchange new ideas and good practices, as well as providing an opportunity to network with fellow professionals from all over Europe. The EPR Annual Conference 2010 certainly helped to reach those objectives, thanks to an outstanding cooperation with the two local organisers: Luovi and Astangu. The 17th Annual EPR Conference was indeed organised for the first time in two countries: the event kicked off in Helsinki, Finland on the 17th of June, and was concluded the following day in Tallinn, Estonia.



The conference – which brought more than 170 participants and speakers together - was centred on the overall theme: "Society needs all hands: Rehabilitation services as a bridge to participation in society and employment". EPR chose to spotlight the leading idea that disability-related services contribute actively to enhancing the physical, mental, cultural and social capacity of individuals to participate fully in society and to lead autonomous and independent lives. The conference presented the role that various types of services play in that process.

"Assistive products are the great equalizer of opportunities for persons with disabilities"
Rubin and Roessler

With a record level of attendees and two host countries instead of one, the 2010 Conference proved to be a challenging but successful event. As usual, rehabilitation professionals from all over Europe enjoyed a comprehensive programme, with a combination of keynote speeches, discussions and workshops to display the network's expertise. The social activities and special programmes definitely added value this year, with a heartfelt conference dinner, a well-earned Innovation Prize and a hilariously moving performance by Pelle Sandstrak on living with Tourette's Syndrome.



Implementation of the Centre Action Plans

EPR dedicated much attention and substantial resources to the implementation of the second part of the Centre Action Plans 2009-2010. No less than 10 joint and 15 individual professional development activities were organised in 2010. Several EPR member organisations participated in the joint activities, and much emphasis was put on mutual learning and exchange of expertise and experience. The individual actions were organised on a one-to-one basis, and were designed to actualise the deployment of new systems and methodologies within an organisation. The table below presents an overview of the most important activities in the framework of the Centre Action Plans.

During the last quarter of the year, EPR experts conducted an in-house needs assessment with the management of each full member. The results of this exercise were used to draft the new Centre Action Plans 2011-2012, which in the coming period will remain a major instrument to provide concrete value for money from EPR membership.

Feedback from the EPR members on the CAP concept revealed a high level of satisfaction. Centre Action Plans provide a complete and detailed overview of the EPR-related activities and benefits for an organisation. Moreover, tasks and responsibilities for both EPR and the member are clearly defined, and EPR involves external experts to ensure a high quality of the activities. But the most important perceived advantage is that the Centre Action Plans are demand-driven, and contribute directly to the strategic objectives of an EPR member organisation.

FORMATS	TOPICS	
Information and training seminars	Person-centred planning	UN Convention on the rights of persons with disabilities
	Vocational counselling services to employers	Disability management
Management seminars	Marketing of rehabilitation services	Self-determination of clients
	Tendering for social service contracts	Managing R&D activities
Benchmarking groups	International Classification of Functioning (ICF)	Benchmarking on quality within the EQUASS framework
Benchlearning groups	Outcome measurement in vocational rehabilitation	Outcome measurement in medical rehabilitation
Learning partnerships	Vocational Education & Training	Benchmarking excellence against the EFQM framework
Experimental learning groups	Decentralisation of service provision and integrated services	EQUASS in Practice
Analytical papers	Personal budget	Services for people with mental health problems

EPR Innovation Prize awarded to Pluryn for the Irene Project



The Innovation Prize concept was developed in 2009 by EPR to encourage the circulation of information on innovation and best practice, and rewards the best practice inserted in the Knowledge Management Centre, an on-line database that presents the available expertise in the EPR Network in a structured and standardised way. The Innovation Prize aims at adding value to the network by enhancing awareness of best practice within a member organisation, by promoting knowledge management and supporting the mutual learning process, and generally by raising the profile of EPR members.

The contest is open to all professionals working within an EPR member organisation. Applicants are invited to submit practices that they feel are particularly innovative and useful for service users. The winner of the Innovation Prize is selected by Centre Coordinators on pre-defined criteria, judging the innovative aspects of the practice and its added-value to the rehabilitation sector.

For its second edition, the Innovation Prize 2010 was awarded to the Irene Project, run by Pluryn, The Netherlands. "Irene" is the name of a nursing home for elderly citizens with psychological and geriatric needs. The project develops individualised working activities for clients, on a supported basis, within the community. Pluryn clients support and assist Irene clients by performing caring and domestic tasks. In this sense, Pluryn clients gain in confidence as well as in competence, while Irene's clients, their families, the management and staff recognise the added value of the work done by them.

Marlijn Oosterhoff, Project Manager from Pluryn, and Anne Marie Hulst, Vocational Coach, were invited to the Innovation Prize Awarding Ceremony, organised during the EPR Annual Conference 2010 in Tallinn, Estonia, which gave a great opportunity to present their project to a wide audience of professionals. Their prize also included a 1.000 Euro check to cover travel and subsistence costs related to their participation in EPR activities. Once again, the Innovation Prize Awarding Ceremony proved to be an inspiring event for mutual learning and continuous improvement.

Enlargement of EPR



In 2010, EPR welcomed a new associate member: **Veneto Investimenti Sociali - VIS**, after a decision of the Board of Directors in March. VIS was founded in May 2009 and is active in the North of Italy for the quality of service delivery in the fields of education and training, reintegration, medical rehabilitation and social care for people with special needs and disadvantaged groups. VIS is a joint venture of four partners: two social service providers, the first in the field of vocational training, and the second in the field of residential and (home) care services to elderly and other groups (children, psychiatric clients, as well as people with disabilities). The third partner is an operator of tourism and leisure activities and the fourth partner is an Investment Bank. The services of VIS are mainly located in the Veneto Region.



The application for associate membership of the Spanish organisation INTRAS was approved by the EPR Board on 18 November. **Fundacion INTRAS** is a non-profit organisation founded in August 1994 by a group of professionals working in the field of research and intervention with people suffering from social exclusion due to mental health problems. It aims to develop and promote activities concerning social and socio-health assistance, training and education, R&D and awareness-raising about mental health and other disabilities. INTRAS operates a wide range of specialised services for people with mental health problems in Central Spain, around the cities of Valladolid and Zamora.



The third organisation that entered the EPR network in 2010 was the **Coalition for Rehabilitation and Social Inclusion (CRIS)** from the Arad Region in Romania. The coalition brings together seven Romanian rehabilitation service providers with expertise in the area of systemic therapy, counselling families of people with disabilities, person-centered rehabilitation and social work with different disadvantaged groups. The goal of CRIS is to assist its members to achieve continuous improvement on the professional level, best practices and substantial development in every aspect of the services offered to people with disabilities or other disadvantages. Through its Public Affairs activities, the Coalition also plans to facilitate the access of service providers to national and European funds.

II. Professional Development

Person-centred Planning and Services

How do we manage and engage the service-user in the planning and services?

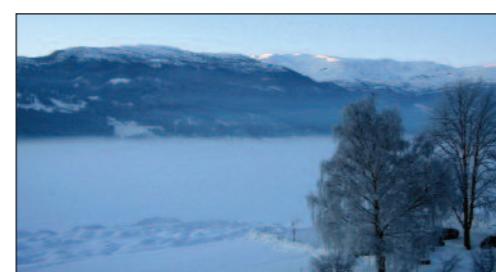


15 professionals from about 10 EPR member organisations attended the training seminar on person-centredness hosted on 8 and 9 March 2010 in Brussels. This seminar was led by Dr. Fred McFarlane, professor of Rehabilitation and former director of the Interwork Institute at San Diego University, USA. He raised discussions in order to reach common understanding on person-centredness and the related concepts of self-determination and case-management.

The participants identified the challenges and opportunities linked to the switch from an expert-centred model to a person-centred model of service provision, in terms of change in professional practices and skills, of funding, and of expectations from different parties involved. The participants exchanged experiences and recommendations on how to develop and implement a plan for services that engages the service user, is accountable and results in the service user increasing their independence. The group also reflected on how to implement person-centredness in complex interdisciplinary services as well as with partners.

Strategic workshop for directors

Self-determination of clients and creative use of ICT as major drivers



For the 2010 edition of the traditional workshop for directors, participants had to bring their favourite snowsuits. Indeed, the setting was a bit chilly: the Norwegian Fjords in Voss welcomed the directors on 4 and 5 March. A2G acted as local host and organised the directors' stay in Voss, a picturesque skiing resort near Bergen. The directors went through presentations and discussions around the themes of self-determination of clients and innovative ICT as drivers of business development in social services.

These topics were put forward by a range of renowned experts in these fields. The sessions on self-determination of clients and change management were conducted by Dr. Fred McFarlane from the San Diego State University (United States) and Aage Tossebro from

the Institute for Co-creative Leadership (Norway). The sessions on the creative use of ICT were facilitated by Rune Stromsnes, from PricewaterhouseCooper (PwC) and Hans Petter Dahle and Knut Holmqvist, from the Norwegian Computing Centre. Case studies on self-determination and ICT were presented by Puryn and A2G which consolidated the view that solid expertise and knowledge lie within the member organisations. As usual, the workshop included enjoyable social activities and evenings which allowed everyone to enjoy the magnificence of the snowy mountains and the cultural spirit of the Norwegian traditions.



"Workshops for Directors are the ideal setting for learning more about strategic business developments in the social service sector."

UN Convention on the rights of persons with disabilities

On the 22 April 2010, 10 professionals from 9 EPR member organisations met in Brussels for a training session to explore the potential impact of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and its Protocol, at national level with specific focus on articles that relate to service provision. Critically, the Convention recognises that the right to access services is as essential as civil, political, social and cultural rights for people with disabilities and EPR is committed to the implementation of the UNCRPD and its optional Protocol and believes that raising awareness on its members is a valuable contribution to their work at national level.



Dr. Fred McFarlane provided an understanding of the UNCRPD and an overview of the approaches to implementation being adopted nationally and internationally. Donal McAnaney, Chair of the Global Applied Disability Research and Information Network (GLADNET) and Research Chair of the International Disability Management Standards Council provided an appreciation of the challenges and opportunities for service providers inherent in the Treaty and an insight into how service providers can support the implementation process. Participants then focused on the articles related to Living Independently (Art 19), Education (Art. 24), Health (Art. 25), Habilitation and Rehabilitation (Art 26), Work and Employment (Art. 27), and Adequate standards of living and social protection (Art 28).



The Seminar was well appreciated with an evaluation score of 8/10, and the participants particularly enjoyed the stimulating and excellent training skills of the experts and the practical approach of the analysis and the work done. They found out what the Convention means in practice, how to anticipate its impact and how to play a key and proactive role in its implementation. The UN Convention on the rights of persons with disabilities is a must-read, and can be downloaded from the EPR website (www.epr.eu, Professional Development section), or directly from the United Nations website (www.un.org).

Marketing of Rehabilitation services

10 professionals from six Full member organisations participated in the management seminar on Marketing of Rehabilitation Services held at the EPR offices in Brussels on 4 and 5 November 2010. This seminar was led by Mr. de Leijer, partner of Beijer, Osten and Smits, a Dutch consultancy company which is highly specialised in organisational development and communication, with introductory inputs from Mr. Sterckx, Director of Kleis vzw, the Flemish knowledge Centre on Social Europe. During the first day of the event, participants identified the rehabilitation market and its main actors at the EU level. Participants were provided with advice and good practice as to how they should act in this new marketing environment. The attendees then had the opportunity to gain insight into the essentials of marketing in the health and social sector, as well as in various marketing strategies.

The first day was punctuated with a workspace whereby attendees identified the most suitable strategies for their respective organisations. The second day of the seminar was dedicated to public and customer relations. Participants were provided with an overview of public relations instruments and their impact. They also tackled the concept of "life cycle events" and the instrument of Customer Relation Management (CRM). At the end of each session, attendees worked in groups to discuss specific case studies and give personal inputs.



EPR as a forum for international benchmarking

Benchmarking on ICF

On 16 June in Helsinki, Finland, a benchmarking group looking at the use of the International Classification of Functioning (ICF) gathered participants from five organisations. This activity focused on the application of ICF and aimed at reviewing work in progress in each of the participating centres and reflecting on how best to move forwards with implementation. After a review of the main ICF components and mechanisms for documenting disability status, the emphasis was put on the feedback exchange on the implementation strategies of the participating organisations. CRPG and Josefs-Gesellschaft presented their practices and turned out to possess high-level practical mastery of the ICF. The benchmarking group was facilitated by Donal McAnaney, who has published a number of papers on the application of the ICF in rehabilitation.

Benchlearning groups on outcome measurement in vocational and medical rehabilitation

12 professionals from nine member organisations participated in the benchlearning group on 'Outcome measurement in vocational rehabilitation' in 2010, and 11 participants from four organisations in the group on 'Outcome measurement in medical rehabilitation'. During the year, both groups piloted tools for outcome measurement that they had been developing in 2009. During the pilot phase in their respective centres the participants regularly met online to review the work in progress.

The benchlearning group on outcome measurement on vocational rehabilitation met for the third time in two years in Oslo on 30 September - 1 October, at a meeting hosted by Fretex. This time, the group counted two more participating organisations and an observing associate member.

The group closed the implementation phase of the measurement tools, analysed and benchmarked the results. They also fine-tuned their methods for interpreting the results. Seeing the promising first successes of this innovation, the group proposed to continue its work in 2011.

The group on outcome measurement in medical rehabilitation is still running the pilot phase as the number of patients is more limited. For this topic the work will also be continued in 2011 and the measurement tools will be applied to a new target group.



Benchmarking European Excellence

The "EQUABENCH: Benchmarking European Excellence" project was launched in October 2008 and concluded at the end of 2010. This project was funded by the Leonardo da Vinci programme of the European Commission, and aimed at facilitating the import and export of best business practice by establishing a network of European VET organisations.

Amongst the project outputs, the most important is without a doubt the publication of six innovative practice guides on the examples shared during the workshops organised throughout the project. The six guides are structured around the EFQM fundamental concepts of Excellence, and were designed by the project partners, eight vocational, education and training (VET) organisations with a proven track record in innovation and continuous improvement. The Guides are freely available on the EPR website (www.epr.eu) and are aimed at all VET organisations across Europe.



The project ended with the organisation of the EQUABENCH Symposium on Excellence in the VET sector, which took place in Brussels on 16 September. During the one day conference, the project partners had the opportunity to showcase how EQUABENCH allowed them to exchange on the procedures in place in their rehabilitation centres to implement the EFQM fundamental concepts of excellence. Representatives from the European Commission, user organisations and funding bodies gave feedback on the work done and highlighted common priorities and future pathways.

The work undertaken by EQUABENCH will hopefully pave the way for all European VET organisations to address quality assurance issues in a business focused, results orientated manner and provide a vital resource for any organisation seeking to pursue an internationally recognised quality standard.

LIST OF EQUABENCH PARTNERS

- The Cedar Foundation, United Kingdom
- Centro de Reabilitação Profissional de Gaia, Portugal
- Centro Studi Opera Don Calabria, Italy
- European Platform for Rehabilitation, Belgium
- University Rehabilitation Institute, Republic of Slovenia
- Josefsehm gGmbH, Germany
- National Learning Network, Ireland
- Pluryn Arbeid, The Netherlands

III. Research & Innovation

EPR explores new pathways in Research and Development

It is generally agreed that R&D is a fundamental condition for innovation, and that innovation in its turn is a key factor in order to remain competitive and ensure sustainability as a rehabilitation service provider. Following a request from some EPR members to give R&D and Innovation activities a higher priority on the EPR agenda, a survey of on-going and planned activities in this field was conducted and presented to the Board of Directors on 16 June 2010.

It was concluded that the majority of EPR members are actively engaged in research and development activities, that the diversity of themes and topics reported is impressive, and that in many areas potential synergies can be identified. It became clear that new actions should aim at strengthening the co-operation in R&D activities between EPR members. The discussions revealed that there not only exists an interest in R&D activities themselves from content point of view, but also in capacity building in this area, referring to research methods on the one hand, and to the organisational and financial aspects of conducting R&D as a social service provider on the other hand.

A key action which was agreed at the following Board meeting in November was that EPR should set up an R&D Forum to benchmark strategies and approaches on how to organise and finance R&D as a rehabilitation service provider, and on research methods used (and the pros and cons) in the rehabilitation sector. 2011 will open the door to European cooperation in R&D in EPR.

ÆGIS (Open Accessibility Everywhere: Groundwork, Infrastructure, Standards)



2010 was a busy and productive year for the AEGIS project, with a variety of meetings, conferences and participation in events scattered throughout the year.

Two plenary project meetings took place in 2010: the 5th project meeting was organised in Leuven, Belgium, on 10-12 February 2010, and the 6th meeting took place in Santorini, Greece, on 9-11 June. The plenary meetings offered the partners the opportunity to gather and discuss important on-going issues, such as modalities of the piloting phases, the first AEGIS demos and prototypes or the production of the AEGIS video (now available on the AEGIS and EPR website).



AEGIS also organised its 1st International Conference in conjunction with its 2nd Pan-European Workshop/User Forum in Seville, Spain, on 6-9 October. The focus was on "Access for All in the desktop, web and mobile field: an end-user and developer perspective". The conference gathered presenters addressing both the end-users as well as the developers' perspective in several areas. Interactive demos of Assistive Technology ICT, in the Rich Internet Applications, Desktop Applications and Mobile Applications areas as well as developers' tools that embed accessibility plug-ins were also demonstrated in a specific exhibition area.

The Workshop/User Forum brought together end-users and experts in the field of assistive technologies, from both the OSS community as well as the proprietary one, with a focus on the accessibility of desktop, web and mobile applications. During the workshop the project presented the tools developed so far, and stimulated discussions between both end-users and application developers vis-à-vis the project's outcomes so far.

Another great achievement for the AEGIS project in 2010 has been the increase of the project visibility. AEGIS is indeed mentioned in the report of the European Commission: "ICT for all - Technology supporting an inclusive world". The report explores Europe's vision for a society where every individual can make a valuable contribution. Investments in pioneering and commercially focused research are the key to producing ICT products that will help everyone - including the elderly, disabled and marginalised - to fulfil their potential.

For more information about the project, visit: www.AEGIS-project.eu

"AEGIS (Open Accessibility Everywhere: Groundwork, Infrastructure, Standards) is an international project aiming at empowering people with disabilities, the elderly and anyone else experiencing disadvantages when using Internet services, desktop PCs or mobile devices."

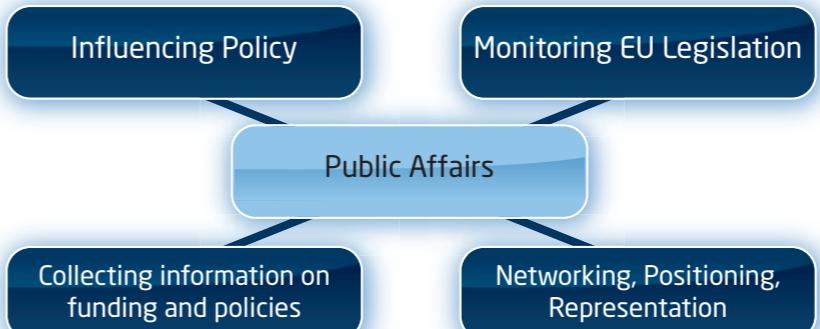
Active Inclusion of people with disabilities

Together with WRC (Ireland) and TNO (The Netherlands), EPR won a tender on Active Inclusion of young people with disabilities or health problems. The research, which took place in the second half of 2010 and will be finalised during the first quarter of 2011, intends to gather and present information on activation measures to (re)integrate young people with disabilities in employment. Many of these young people may be receiving social assistance, incapacity or unemployment benefits. Attention is paid to reform social protection schemes but the focus is upon 'activation' measures to increase employment in the open labour market specifically involving health, social and employment services, without forgetting the role of the incapacity benefits agencies, education systems and employers.

The tender was launched by the European Foundation for the improvement of Living and Working conditions, and EPR is in charge of developing case studies on good practice in Finland, Denmark, UK, Spain, Netherlands and Poland. EPR hosted a briefing meeting for all national experts involved in this research project on 8 October, and closely monitored the work of the national experts. This project is a good example of how EPR involves experts from its membership (LOS, Luovi and Momentum) in an international comparative research project.

IV. Public Affairs

Networking, positioning and representation



European Council

EPR actively contributed to the 3rd Forum on Social Services of General Interest (SSGI) which was held on 26-27 October in Brussels, under the aegis of the Belgian Presidency of the European Union.

On the 13th of July, Simona Giarratano represented EPR at a technical workshop to prepare this. The seminar focused on the legal framework that influences the provision of SSGI in the EU Member States and allowed the participants to highlight the specificities of this type of services.

Jan Spooren, EPR General Secretary, participated in the Forum itself as key note speaker. This forum was of particular importance for our sector as it gathered high level speakers from the European Commission, the European Parliament, some Member States, and the major European NGO networks in the sector. The thematic focus was on the European Legal environment and the approach on quality for SSGI. The speech given by Mr. Spooren was specifically dedicated to "advantages and limits of a common and voluntary framework on quality in the SSGI".

European Commission - DG Employment and Social Affairs



The cooperation between EPR and DG Employment and Social Affairs of the European Commission focused during 2010 on the disability unit, the social services unit and the employment unit.

The close collaboration with **the Disability Unit (G3)** was continued through the participation of EPR in the EU High Level Group on Disability (HLG), in which it has an observer status, representing civil society. Moreover, EPR was directly consulted for the development of key political documents such as the new EU disability Strategy 2010-2020 (discussion forum on 5 March). The EU Strategy itself was finally released on the 15th of November and incorporated the input of EPR regarding quality of services.





On 2-3 December, EPR was invited to participate in the two-day policy conference for the European Day of People with Disabilities and used that opportunity to strengthen its profile among Member States' High Level representatives, representatives of people with disabilities, stakeholders, social partners and policy experts, involved in the mainstreaming of disability issues in EU policies and activities.

Jan Spooren was also invited by the Disability Unit of the European Commission to participate (as an external expert and representative from civil society) in a meeting with Ministries from various EU Member States on employment for people with disabilities. This Peer Review was organised by the European Commission under the Progress programme, and took place on 4 and 5 February in Madrid, Spain.

The Employment Unit (C.4) in DG EMPL also requested the input of EPR in the framework of a thematic workshop on the role of third sector employment services in promoting inclusion and employment amongst vulnerable groups. On the 27th October Simona Giarratano, EPR Public Affairs Officer, accompanied a representative of CRPG to present EPR work and CRPG practices on integration of people with disabilities into the labour market. At this workshop the European Commission presented a study to which CRPG and URI (Slovenia) contributed by answering a questionnaire which was received very well by the Commission.

The Social Services unit (E4) mainly called upon the inputs from EPR in relation to the development of a European Quality Framework for Social Services. The Prometheus project was a major vehicle for EPR activities in this field. On the 24 June, EPR was part of a Social Platform delegation that met for half a day with the European Commission (unit on SSGI) and the Slovenian chairman of the Social Protection Committee (SPC) subgroup on quality. The group went through the draft text on a Voluntary European Quality Framework for Social Services paragraph by paragraph to change and modify formulations. The text is very much based on the inputs from the Prometheus project of EPR. The final version of the document was adopted in October by the SPC.

European Commission - DG Education and Culture



In the light of the Structural Funding which was awarded to EPR in the framework of the Life Long Learning Programme, EPR strengthened its collaboration with DG Education and Culture. Aside from this year's Work Programme which primarily focused, through various activities, on providing better trained and qualified VET professionals, promoting innovative application of ICT, enhancing European cooperation in the VET sector, improving the access of disadvantaged groups in VET, and modernising VET service, EPR demonstrated its involvement in the project by participating in the Annual Coordinator's meeting on 6 May at the Education, Audiovisual and Culture Executive Agency (EACEA). Administrative, financial and impact issues in relation to the implementation of the grants were presented and discussed. Furthermore, Mrs. Pokorna, Policy Officer at the Higher Education Unit within DG Education and Culture, participated in both the EPR 2010 Annual Conference and Board meeting.

EPR reaches out to Balkans

Aside from the DG Employment and Social Affairs, EPR worked also with the DG Enlargement of the European Commission. EPR was invited by this Directorate General to present the network and its activities to a delegation of about 30 key actors from the disability field in the Balkans (Albania, Bosnia, Croatia, Kosovo, Macedonia, Montenegro, Serbia and Turkey). This delegation was on a study visit to Brussels with the aim to become familiar with EU legislation and policies regarding disability, and to offer participants exchange and networking opportunities with European umbrella organisations such as EPR.



Participants expressed a great interest in participation in EPR activities. As the EPR membership fee would constitute a barrier for most of the organisations, Jan Spooren stressed the opportunities for "ad hoc" cooperation on specific actions. It was striking to learn that most disability stakeholders in the Balkan countries were quite familiar with EQUASS, and that the principles and criteria are used in these countries as guidelines for good practice (without entering into certification).

Social Platform and Informal Network of Social Service Providers

EPR used its full membership in the Platform of Social NGOs to enhance the visibility of its work, and to access information on recent policy developments which are important for its members. EPR focused its involvement in the Social Platform on participation in the Steering Group and the Working Group on Social Services. EPR also attended an information session on the EU 2020 strategy to find out more about the priorities of the European Union for the next 10 years, as well as a number of Working Group meetings and the General Assembly meeting. The participation in these events and meetings keeps EPR up-to-date, and strengthens its contacts with many European civil society stakeholders that are relevant for its activities.

A deeper level of involvement and cooperation was reached with the partners of the Informal Network of Social Service Providers composed of Caritas Europa, EASPD, CEDAG, EPR, Eurodiaconia, FEANTSA, Solidar and Workability Europe. 2010 proved to be a fruitful year for the Network with regular internal meetings and several bilateral discussions with high level EC officials.

One of the main achievements was the finalisation of a position paper on the impact of the EC law on Social Services of General Interest. The report includes case studies in the field of public procurement, state aid and the cross-border service provision. A highlight in the dissemination efforts was the presentation of the paper to the Director General of DG Employment Mr. Verre and the Head of sector of the services unit, Concetta Cultrera (1 March 2010). As part of a delegation of the Network, Jan Spooren also met with the Chairman of the Social Protection Committee, Aurelio Fernandez, to present the INSSP and its work as representative of service providers. The fact that the position paper was been used as the reference document in the framework of the 3rd Forum on SSGI demonstrated that the importance and weight of the network greatly increased at the EU level.

Funding opportunities, policy developments and contribution to policy-making

eBulletin, Funding Alerts and Analytical Papers

As part of its Standard Menu of Services and Opportunities, EPR issues a monthly targeted Public Affairs e-bulletin for its members, featuring relevant news from the sectors of employment, social affairs, equal opportunities and research. The monthly e-bulletins also include updates on funding opportunities and a calendar of interesting upcoming events from a disability perspective. Additional funding alerts and calls for partners are sent out on an ad hoc basis.

EPR lobbies for the interests of rehabilitation service providers at the European level. Policy issues are discussed in the meetings of the EPR Board and the Executive Committee, as well as at the annual strategic Workshops for directors. The EPR Secretariat prepares those discussions with analytical papers that explain the relevance of some policy dossiers for service providers at the national or regional level. During 2010 EPR drafted explanatory papers on the Second Biennial Report on SSGIs, the implementation of the UN Convention on the rights of People with Disabilities, the personal budget for people with disabilities, and the impact of the newly composed European Parliament and European Commission on social services. Based on those papers, EPR experts delivered various training sessions and speeches at EPR level in the framework of members' events or as in-house seminars.



The EPR public affairs event on promoting quality of social services

The 2010 Public Affairs event was integrated into the Prometheus Final Conference and took place in the central business district of Brussels on the 17th and 18th November 2010. The event marked the end of the Prometheus project and the official launch of the ground breaking Common Quality Framework for Social Services of General Interest (SSGI).

More than 120 delegates gathered from all around Europe to participate in two days of discussions, keynote speeches and presentations from pilot sites and also to learn more about the Prometheus project development and results.

The conference benefited from an excellent panel of speakers, including Concetta Cultrera (European Commission), Davor Dominkus (Chairman of the informal SPC working group on social services quality), Guus van Beek (Prometheus Project Manager), Dirk Jarré (EURAG), Michael Crowley (Rehab Group), Freek Spinnewijn (European Federation of National Organisations working with the Homeless - FEANTSA), Dinis Mota (Centro de Reabilitação Profissional de Gaia-CRPG), Karl-Wiggo Jensen (Durapart AS), and Richard Polacek (independent consultant).



Four parallel sessions allowed participants to learn more about the Prometheus pilot sites' experience on how to implement the Common Quality Framework and the core criteria for Quality Assurance. The pilot sites represented four different sectors (homelessness, childcare, long term care for elderly persons and mental health) from six countries (Luxembourg, Romania, Italy, Norway, Denmark and Portugal). The feedback from the participants and the fruitful discussions and exchange of best practices proved the relevance of the conference.

V. Consultancy

Throughout 2010 EPR engaged in several consultancy assignments to transfer its expertise, to formulate advice or to set up solutions for providers for rehabilitation services. Some assignments were carried out through projects or subcontracts, while others were undertaken as direct individual assignments. The range of expertise for which EPR was solicited varied from new services and tools, to strategy and management and policy development in the field of disability and social services. Besides consultancy for third parties, EPR provided advice and direct support to its full members.

Vocational Integration of people with disabilities in Romania

At the end of 2008 EPR engaged in a three-year consultancy project looking at vocational integration of people with disabilities in Romania. After spending 2009 on the evaluation of the existing services and legislation concerning people living with disabilities in Romania and on designing new services, the project 'Vocational integration of people with disabilities in Romania' (VIP) entered into the delicate stage of implementation of the new services in 2010.



This stage included the implementation of services of vocational assessment and preparation, vocational training, protective employment and supported employment services in three Romanian counties. EPR members involved in this challenging project were National Learning Network, Pluryn, Rehab Enterprises and Adelante. Their expertise provided a crucial support to the project leaders and local partners for the implementation of these services. They conducted training of professionals in how to run the new services, provided them with international expertise and professional methodologies, and organised a study visit for 17 Romanian professionals to National Learning Network and Pluryn to offer them an insight into different services. The visits were very beneficial to the Romanian colleagues in their search for inspiration and models to set up the new services in their country. Moreover, EPR experts monitored the progress of the pilot sites through regular visits to all new services and provided their managers and practitioners with tailor-made advice.

Evaluation of vocational assessment services in Singapore

Via a reference from the International Labour Organisation (ILO), EPR was approached by Bizlink, a large service provider in Singapore, with the request to assess its Vocational Assessment services. The assignment ran from 1 September until 31 December. The methodology included the review of extensive documents and resources, audio-conference calls, a one-week on-site visit, consultation with EPR experts and report reviews by Bizlink Centre staff. The methodology was inclusive and collaborative to ensure full understanding and attainable recommendations that will strengthen the subsequent organisational and individual changes.

EPR reviewed the competencies of the vocational assessment professionals in Bizlink, and recommended additional types of professionals that may enhance the overall quality of the vocational assessment. It also evaluated the methodology of the present vocational assessment such as the standardised and non-standardised tools and techniques used in relation to the various disability types. Finally, the key consultant of EPR evaluated the present workflow to ascertain if the vocational assessment service was being delivered in a timely and effective manner.

Promoting the use of ICF in Portuguese health and social security departments

EPR was approached by the Centro de Reabilitação Profissional de Gaia and the National Rehabilitation Institute in Portugal to provide international expertise on the use of the International Classification of Functioning and Health (ICF). The experience of EPR on this concept in various EU Member States was considered of high value in designing a new disability assessment instrument, based on ICF, to define and reorganise the assessment practices in both Health Department and Social Security System in Portuguese Administration.

The specific tasks of the EPR experts included a background paper describing international practices and conducting a survey with specialists that are directly involved in the assessment of people with disabilities in international settings. Besides, EPR formulated recommendations and suggestions regarding the architecture of a new Portuguese approach, and facilitated a workshop where national and international practices were explored and discussed.

"EPR is an attractive partner for consultancy assignments as its members operate high quality and specialised rehabilitation services in 16 countries, and because some finalised 'products' or instruments were developed by the network itself. Both the network and its members benefit from a good reputation and references, and the EPR Secretariat disposes of a large experience in coordinating international expert teams."

Consultancy services to EPR members

The most common method for one-to-one consultancy activities of EPR to its full members is the in-house seminar. This format not only allows for very tailor-made training sessions, it also allows the participation of a wider sample of professionals without any travel costs. Finally, such in-house seminars whereby EPR experts go to the EPR members raise the profile and awareness about EPR within a member organisation. Other actions have a more advisory nature in setting up new services, introducing new tools or evaluating and improving existing practices.

Below follows a non-exhaustive list of individual consultancy activities EPR offered to some members:

- Assessing the extent to which a service provider and its professionals allow and stimulate empowering of clients
- Methods on how to optimise vocational counselling to disabled clients
- Conduct a SWOT analysis and draft an action plan on how to be more successful in tendering for social service contracts
- Making better use of assistive technology in rehabilitation services
- Implementing the ICF model throughout the various services, processes and locations of an organisation
- Providing information on the best approaches to quality management and quality assessment

VI. European Quality in Social Services



invaluable competitive advantage and are able to distinguish themselves from other service providers with their proven quality of service provision. Through its work, EQUASS contributes to the modernisation of the social sector.

The European Quality in Social Services (EQUASS) is an initiative of EPR, and provides comprehensive services of certification, training and consultancy in the area of quality. With its multi-stakeholder approach, EQUASS aims to enhance the social service sector by engaging social service providers in quality and continuous improvement and by guaranteeing service-users quality of services throughout Europe. Since its creation, EQUASS has successfully found its place in the European market and is certifying more and more organisations every year. Service providers certified with EQUASS gain an

EQUASS compliant with European quality frameworks for social services

2010 was a year of important decisions for the EQUASS certification system. The EQUASS Awarding Committee agreed that the EQUASS certification programme should be based on the Common Quality Framework for Social Services of General Interest (CQF for SSGI) and the Voluntary European Quality Framework for Social Services (VEQF). Both quality frameworks were approved during the second half of 2010, the first one via a bottom-up approach by the sector itself, the second one in the Social Protection Committee which gathers representatives of the social ministries in the EU Member States. The EQUASS Principles and criteria (including the key-performance indicators) will therefore be extended and adapted. All stakeholders, licence holders, consultants, auditors and awarded organisation will be informed about the changes at the beginning of 2011 and will have access to the updated documentation during the course of the year. The plan is to launch the updated EQUASS from 1 January 2012.

Overview of the EQUASS dissemination and capacity

DISSEMINATION	2009	2010
Organisations certified with EQUASS Assurance	56	162
Sites	118	249
Local Licence Holders	3	6
European Countries with EQUASS certifications	10	13
Auditors	75	113



EQUASS Assurance Certification – 2010 Overview

83 organisations received their EQUASS Assurance certificate in 2010:



EQUASS Excellence Certification – 2010 Overview



In 2010, Benediktushof gGmbH reached EQUASS Excellence, the highest EQUASS recognition. The services of JG Benediktushof are located in Reken, Germany, and are part of the Josefs-Gesellschaft (JG), the largest catholic service provider organisation in the rehabilitation sector for persons with physical disabilities in Germany. Benediktushof gGmbH showed a unique approach of implementing EQUASS Excellence which is embedded and assured in the ISO 9000 structure.

By working towards the EQUASS Excellence recognition, Benediktushof has demonstrated its aspiration for the status of a role model organisation, and is now certified for a three-year period.

Local Licence Holders

EQUASS Local Licence Holders (LLH) are essential in the dissemination of the EQUASS concept on Quality. The EQUASS LLHs are responsible for marketing and promoting the EQUASS concept of quality and for operating the EQUASS Assurance certification programme at the national level.

The year 2010 saw a rapid expansion of the pool of LLHs, with the signing of new licence agreements in Slovenia and Lithuania, bringing the total number of EQUASS LLHs up to 6.

LOCAL LICENCE HOLDER	PROFILE	COUNTRY
 Attføringsbedriftene – en trøst til arbeidslivet	Association of Vocational Rehabilitation Enterprises (AVRE)	National network of service providers in vocational rehabilitation
 Valakupiai Rehabilitation Centre	Non-profit public organisation with special assignment in promoting quality in rehabilitation sector	Lithuania
 Excellence Ireland Quality Association (EIQA)	Association of organisations working in the field of Quality Management and Consultancy	Ireland
 Portuguese Association for Quality (APQ)	Non-profit organisation working in the field of Quality Management	Portugal
 Josefshheim gGmbH, acting on behalf of the Brüsseler Kreis	Consortium of leading social service providers	Germany
 Research and Development centre of University Rehabilitation Centre (URI)	Non-profit public organisation with special assignment in promoting quality in rehabilitation sector	Slovenia

EQUASS training in 2010

EQUASS regularly organises different types of training and seminars to support the EQUASS approach on quality and the implementation of the certification programmes.

- **EQUASS seminars on all aspects of the EQUASS approach to quality**
- **Training of auditors, who are accredited after successful completion of the training and can afterwards work in the system**
- **Training of consultants, who are recognised and can provide support in implementing the EQUASS system**

In total, 10 training events took place in 2010, in Portugal, Germany, Estonia, Norway and Belgium. The events included five EQUASS Assurance auditor trainings, one EQUASS Excellence auditor training, two EQUASS Consultant trainings and two Information Seminars. The pool of EQUASS auditors and consultants is now stronger than ever, and its variety and professionalism reflects the growth of EQUASS as a true leader in the sector of quality of social services.

The EQUASS training events were very positively perceived by the participants, whose feedback reflected their appreciation of the quality and relevance of the training sessions.

EVALUATION OF EQUASS TRAININGS IN 2010

Nr.	Criteria	Auditor training		Consultancy training	
		2009	2010	2009	2010
1	Overall quality of the training	4.2	4.6	4.3	4.4
2	Content of the training	4.4	4.5	4.1	4.2
3	Relevance for your organisation	4.4	4.8	4.6	4.8
4	Quality of the trainer / facilitator	4.9	4.8	4.8	4.9
5	Documentation	4.3	4.6	4.6	4.7
6	Location	4.2	4.6	4.0	4.6
7	Information about the EQUASS procedure	-	4.5	-	4.4
Number of Participants		28	30	31	32

1 = very poor, 2 = poor, 3 = satisfactory, 4 = good, 5 = excellent

Results based on evaluation forms completed by the participants after completion of the training

Launch of the EQUASS Manual to support VET service providers in reaching EQUASS Assurance recognition



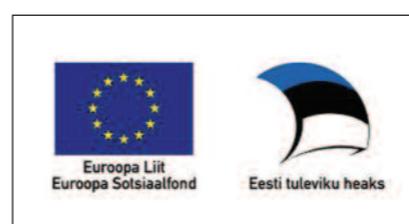
The much-awaited EQUASS Assurance Manual was published at the end of 2010, as a result of the EQUASS in Practice project. EQUASS in Practice was launched in October 2008 under the impulsion of AVRE (Norway) and with the collaboration of 5 other organisations from Lithuania, Slovenia, Portugal, Belgium and Ireland in order to make the EQUASS Assurance certification system more easily available to all Vocational Education and Training (VET) providers within the vocational rehabilitation sector.

The objective of this project has been to develop and share best practice of how VET-service providers may work to implement the EQUASS Assurance certification programme, with the aim to improve the quality of their provided services within the sector of vocational rehabilitation, and to achieve sustainable working practice and routines.

This has resulted in the development of a practical web-based manual which offers invaluable support to VET-providers through their quality assurance work, and which enables them to become certified. The EQUASS Manual provides assistance about clarification and understanding of all requirements in the EQUASS Assurance standard to all potential applicants. To strengthen the impact and accessibility of the Manual, several linguistic versions are available: English, Norwegian, Lithuanian and Slovenian. A Portuguese version should also be made available in 2011.

Visit <http://equassinpractice.epr.eu> for more information and to consult the EQUASS Manual.

Improving the quality and effectiveness of rehabilitation services in Estonia



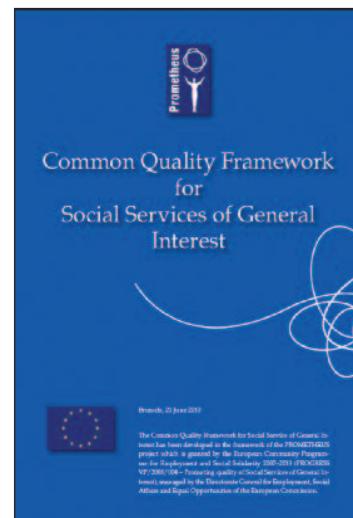
In 2010, EPR signed a contract with the Astangu Rehabilitation Centre to be involved in a project funded by the European Social Fund and supported by the Estonian Ministry of Labour in order to improve the quality and effectiveness of rehabilitation services in Estonia with the view to enhance employability and inclusion in society for people with disabilities. The project also aims to pilot the EQUASS Assurance system to seven rehabilitation service providers in Estonia, to raise awareness on quality of rehabilitation services to a wider sample of sectoral stakeholders and to build capacity for a further roll-out of EQUASS throughout Estonia in case of a positive evaluation.



The project started with an opening conference on 25 March 2010, which included contributions from Jan Spooren and Guus van Beek as keynote speakers. An induction training was offered to the pilot sites and relevant stakeholders in April 2010, and seven rehabilitation service providers subsequently went through a process of self-evaluation, showing that the project is already well on its way towards its objective. 2011 will see the identification and training of EQUASS Local Licence Holder, consultants and auditors and the launch of an Estonian EQUASS website (www.equass.ee).

EPR focuses on defining a common framework of quality in social services

Common Quality Framework in Social Services of General Interest (CQF in SSGI)



EPR has been focusing more and more on the promotion of quality in Social Services of General Interest and on the definition of a European and cross-cultural concept of quality in social services. 2010 saw a great step forward in the creation of a common framework for quality in SSGI thanks to the Prometheus project (supported by the European Community Programme for Employment and Social Solidarity 2007-2013).

The Common Quality Framework for Social Services of General Interest (CQF for SSGI) is one of the main outputs of the Prometheus Project and describes a set of domains, preconditions, principles and key criteria that influence the quality of social services. The framework is built upon six domains which have been worked out in eight preconditions for quality and nine leading principles.

This ground-breaking publication is the result of months of in-depth consultations and discussions between representatives of service users, service providers, funders, quality organisations, universities and policy makers in the social sector. The CQF is a true expression of the commonalities in quality approaches of the participants and the organisations they represent, and will contribute to a common understanding of the nature of quality in SSGI.

The final version of the CQF for SSGI can be downloaded on the project website: www.prometheus.epr.eu



Prometheus Benchlearning Instrument

The Prometheus Benchlearning Instrument was designed during the course of the Prometheus project to provide examples of best practices to help social service providers implement the EQUASS Assurance certification programme. It provides examples of approved practices in meeting the Key Performance Indicators (KPIs) of EQUASS Assurance. The benchlearning instrument is accessible via the Prometheus www.prometheus.epr.eu and the EQUASS www.equass.be websites.

VII. Governance & Management

Board of Directors

The Board of Directors is the decision-making body of EPR. Its main task is to supervise all EPR activities and to set the strategic, financial and organisational framework of EPR. The three pillars report on their activities to the Board of Directors and work within the framework that has previously been decided upon. The Board consists of the Chief Executives/Directors of all full members.

In 2010 the Board held three meetings to discuss and approve EPR policies and activities in Norway, Finland and Belgium.

COMPOSITION OF THE BOARD:

Durapart AS	Bjørn Paulsen, EPR President
Adelante	Jean-Paul Essers
A2G	Sigurd Gjertsen
Centre de Réadaptation de Mulhouse	Bernard Barthe
Centro de Reabilitação Profissional de Gaia	Jerónimo de Sousa
Fretex AS	Thor Fjellvang
Fundación ONCE	Sabina Lobato
Heliomare	Frits Wichers
Institute for Rehabilitation-Republic of Slovenia	Robert Cugelj
Josefs-Gesellschaft	Dr. Frank Frese
Luovi Vocational College	Tarja Mänty
National Learning Network	Frank Flannery
Pluryn	Tessa Zaeyen
RehabCare	Angela Kerins
Stiftung Rehabilitation Heidelberg	Jörg Porath

Executive Committee

The Executive Committee is a sub-group of the Board of Directors whose main responsibilities are to prepare policy decisions for the Board and to oversee the activities of the secretariat. Board members are also welcome to attend meetings of the Executive Committee. The Committee met four times in 2010.

The 2010 Executive Committee was composed of the following persons: Bjørn Paulsen (Durapart, Norway) as the President, Angela Kerins (RehabCare, Ireland) as the incoming Vice-President, and Jean Paul Essers (Adelante, The Netherlands), Frank Flannery (NLN, Ireland) and Jerónimo de Sousa (CRPG, Portugal) as additional members.

“

We believe in empowering
the service user as a customer

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www.epr.eu

Centre coordinators

All full and associate EPR members have a centre coordinator who is the direct link between EPR and its member organisations. Centre coordinators disseminate EPR information throughout their organisation and are active in implementing the decisions taken by the Board of Directors. Their double mission includes generating inputs from the centre in EPR initiatives and ensuring maximum return on investment via dissemination of EPR results and products. The coordinators have two plenary meetings a year and hold additional bilateral meetings in the margin of other EPR activities they attend. They have the following responsibilities:

- **Managing contacts and exchange of information between the Directors, all levels of the centre, the EPR secretariat and other centres of the EPR**
- **Implementing at centre level the decisions taken by the Board of Directors**
- **Generating ideas and fostering a proactive attitude within the EPR**
- **Coordinating the organisation of EPR meetings hosted in their centre, including the EPR Annual Conference**

The EPR coordinators met twice in 2010 (April and September), in the Brussels Secretariat. The meetings offered the coordinators the opportunity to discuss on-going and forthcoming activities in EPR, as well as to address the internal functioning of the network.

The following persons acted as EPR coordinators in 2010:

ORGANISATION	COORDINATOR(S)
A2G	Ingjerd Morland Nettestad and Wenche Iren Warberg
Adelante	Paul Kurvers
Association of Vocational Rehabilitation Enterprises	Paal Haavorsen
Astangu	Marika Hass and Keiu Talve
Centre de Réadaptation de Mulhouse	Jean-Claude Schrepfer
Centro de Reabilitação Profissional de Gaia	Andreia Mota and Ana Pinto
Chaseley Trust	Amanda Rae
Comitato Regionale Lombardo AIAS	Gaetano Santonocito
Durapart AS	Grete Kristiansen
Fretex AS	Trine Gjermundbo and Ingvald Hansen
Fundación ONCE	Virginia Carcedo Yllera
Heliomare	Frank 't Hart
Institute for Rehabilitation-Republic of Slovenia	Jurij Svajger
Josefs-Gesellschaft	Nina Louis
LOS	Geert Joergensen
Luovi Vocational College	Mari Kontturi
Momentum	Nicky Neilson
National Learning Network	David Muldoon
Panagia Eleousa	Mina Kyziridi
Pluryn	Cees Jonkheer
RehabCare	Laura Keane
Stiftung Rehabilitation Heidelberg	Friedrich Landes and Renate Bauder
Theotokos	Penny Papanikopoulos and Alexandra Roussou
Valakupiai Rehabilitation Centre	Rasa Noreikyt
Veneto Investimenti Sociali	Valentina Danese
Workchance Association	Zoltan Bodnar

EPR Secretariat

The EPR Secretariat is the main unit responsible for the development and implementation of the network's activities. It also acts as the interface with EPR member organisations and with external stakeholders.

The Secretariat is composed of a core team of full-time and part-time staff members, and benefits from the additional experience of external consultants, who provide expert advice for EPR's activities. The Secretariat is headed by the Secretary General who reports to the Executive Committee and the Board of Directors. In addition to the permanent staff positions, EPR also runs an internship programme, on a general or specialised capacity, depending on the needs of the Secretariat. All together, the members of the EPR Secretariat speak most major European languages: English, French, German, Spanish, Italian and Dutch.

Based in the heart of the European quarter in Brussels, the Secretariat office provides its staff member with a pleasant and functional working space. The office includes a fully equipped meeting room, used for many EPR management meetings and is available to all EPR member organisations who wish to host an event in Brussels.

The EPR Secretariat is located in Rue de Spa 15, B-1000 Brussels, Belgium.

The following persons were part of the EPR Secretariat in 2010:

Jan Spooren
Secretary General

jan.spooren@epr.eu



Nadège Jibassia
Project Coordinator
(until August)

nadege.jibassia@epr.eu



Simona Giarratano
Public Affairs Officer
(until November)

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Sarah De Roeck
Financial and
Office Administrator

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Claude Delfosse
Project Assistant

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Julie Buttier
Communications/
PR Assistant

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Guus van Beek
EQUASS Manager

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Eleanor Brown
EQUASS Coordinator
(from February)

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Donal McAnaney
Senior Expert

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Jan Albers
Senior Expert

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Dimitri Fatralis
IT Expert

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Noé Viedma Alonso
Intern
(from January to August)

intern@epr.eu



VIII. Financial Information

ITEM	BUDGET	RESULTS (IN EURO)
Revenues		
Membership fees	1141157	1158771
Consultancy activities & other reimbursables	350000	332500
Projects	308200	252662
Interests	480957	568274
Extraordinary income	2000	368
Staff tax refund	0	2116
Expenses	1141157	1164516
Staff costs	392756	395850
Office costs	110450	122407
Operational costs	623078	615924
Depreciations	14373	19494
Contingencies	500	3725
Provision vacation salary 2009	0	7116
BALANCE		-5745

IX. Membership

Description of members

Full members



A2G (formally known as ÅstvedtGroup) is a Norwegian group of vocational rehabilitation enterprises. It provides on-the-job training in its own business units, but the external non centre-based training represents 25% of its vocational rehabilitation capacity. A2G is a leader in the use of new technology for around 1,200 persons with vocational disabilities.



Adelante (formally known as Rehabilitation Foundation Limburg) is an expert in health rehabilitation, audiological care, special education for children with physical or multiple disabilities and vocational rehabilitation. It supports children and adults in restoring their health and achieving maximum participation in society in spite of their disabilities due to a disease, illness or accident. Involvement of family and friends is essential in achieving the clients' goals. Besides its service provision task it also invests in the development and dissemination of knowledge through scientific research, education, training and innovation.



Centre de Réadaptation de Mulhouse is one of the largest centres in France for vocational rehabilitation. It provides functional and professional rehabilitation mainly for adults with spinal cord injuries, brain injuries, hemiplegics, orthopaedic and rheumatological diseases.



Centro de Reabilitação Profissional de Gaia in Portugal strives for excellence in service provision, aiming to fulfil the needs and expectations of clients and other stakeholders, through continuous innovation and improvement. It provides a comprehensive range of services, namely: rehabilitation and reintegration of people with acquired disabilities; technical support to employers; support in the youngsters' transition from school to professional life; and consultancy to national authorities, employers, and other disability-related social services providers.



Durapart AS was founded in 1971 and is located in the city of Arendal and Risør in the southern part of Norway. The company is a non-profit organisation and is owned by the nearby municipalities to which it provides a spectrum of rehabilitation services. Durapart's vision is to be the first choice for people who want to return to work. Durapart is a member of AVRE in Norway.



Fretex Norge AS, established in 1905 and a member of AVRE, is a social enterprise providing vocational services to unemployed people, socially disadvantaged groups such as immigrants, prisoners, elderly, and people with disabilities. Through its activities, Fretex is a major contributor in the field of recycling in Norway.



Fundación ONCE (21 companies in 70 centres) was set up to improve the conditions of people with disabilities in Spanish society. The fundamental aims of Fundación ONCE are training and job creation for people with disabilities, the elimination of architectural and communication barriers, and cooperation with other institutions.



Heliomare was established in 1932 and has about 1,600 employees and more than 30 locations throughout the province of Noord-Holland in The Netherlands. Heliomare supports clients with a physical or multiple disability, TBI or autism. Heliomare offers programmes of medical and vocational rehabilitation, special education, independent living programmes and training, daily occupation, sports and R&D. It strives to offer these diverse services in a well-coordinated manner.



The **University Rehabilitation Institute, Republic of Slovenia**, is the main national health institution offering comprehensive rehabilitation services to persons with disabilities of motor functions and work abilities. The Institute carries out rehabilitation programs and cares for the balanced development of all health and other professional branches related to the issue of rehabilitation at the national level.



Josefs-Gesellschaft, established in 1904, is a large Catholic society running 24 centres nationwide. It offers a wide range of rehabilitation services and facilities to around 7.000 people with disabilities, patients in hospitals and the elderly. Josefs-Gesellschaft has approximately 5.700 employees who provide educational and vocational training and ensure suitable occupation and daily care of people with disabilities.



Luovi Vocational College is Finland's largest vocational special education institution. It offers vocational qualifications, preparatory and rehabilitative training and guidance and vocational adult education and training. Luovi acts also as a development and service centre for special needs education and plays an active role in shaping attitudes and taking initiatives in society. Luovi is a part of the Pulmonary Association Heli, which is the largest non-profit organisation for people with disabilities in Finland.



National Learning Network is Ireland's largest non-governmental training organisation with more than 50 locations nationwide catering to over 4.500 learners each year. The organisation offers more than 40 different training programmes which carry nationally and internationally recognised certification and are designed to lead directly to jobs or progression to further education.



Pluryn is a Dutch organisation that provides care and support to approximately 2.000 persons with physical, cognitive, intellectual or multiple limitations. It offers support in all aspects of daily life, including education and training, in job- (re)integration, housing, domestic affairs, and personal care as well as leisure time. Pluryn has a strong focus on the self-determination of its clients.



RehabCare provides health and social care services to people with disabilities and the older person throughout Ireland. Underpinned by the values of person-centredness and quality, RehabCare provides these services through a range of service models, which are Resource Centres, Respite Services, Residential and supported living services, home support and outreach. RehabCare currently provides services to 2.600 people.

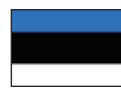


The Berufsbildungswerk Neckargemünd (subsidiary of the **Stiftung Rehabilitation Heidelberg - SRH**), established in 1974 in Germany, is a company offering off-the-job vocational training for young people who need special support. The services it provides include a broad range of in-patient and out-patient measures of vocational rehabilitation, youth welfare and job placement. These services are rounded off by medical, therapeutic and psychological care.

Associate members



The **Association of Vocational Rehabilitation Enterprises (AVRE)** is an employer and interest organisation in the field of vocational rehabilitation. AVRE represents 110 non-profit enterprises spread across Norway. These enterprises provide various types of vocational rehabilitation programmes to approximately 35.000 disadvantaged persons yearly. The secretariat is located in Oslo with 10 employees.



The **Astangu Vocational Rehabilitation Centre** was established in 1995 and operates under the administration of the Ministry of Social Affairs. The function of the Centre is to provide professional training and adjustment courses along with various rehabilitation services to persons with disabilities. The main aim is to contribute to the social coping of people with special needs and to support their transfer to the labour market.



Chaseley Trust in UK is a Registered Charity and Incorporated Company, housed in what used to be the Hospital for paralysed former servicemen. The organisation seeks to provide a premium value specialist service making provision for the continuity, stability, progressive evolution and expansion of its operations. Chaseley became a member of the Rehab Group in 2001.



The **Coalition for Rehabilitation and Social Inclusion (CRIS)** from the Arad Region in Romania brings together seven Romanian rehabilitation service providers with expertise in the area of systemic therapy, counselling families of people with disabilities, person-centred rehabilitation and social work with different disadvantaged groups. The goal of CRIS is to assist its members to achieve continuous improvement on a professional level, best practice and substantial development in every aspect of the services offered to people with disabilities or other disadvantages.



Comitato Regionale Lombardia A.I.A.S., in Italy, has for mission to provide rehabilitation services to people with neurological disabilities. The A.I.A.S. group has been active in the rehabilitation and social inclusion field for the last 50 years and operates in 110 departments, ten of which are in Lombardy. Comitato Regionale Lombardo cares for about 3.000 clients in their physiotherapy, logotherapy, and occupational therapy facilities



The **Fundación INTRAS** is a non-profit organisation founded in August 1994 by a group of professionals working in the field of research and intervention with people suffering from social exclusion due to mental health problems. It aims to develop and promote activities concerning social and socio-health assistance, training and education, R&D and awareness-raising about mental health and other disabilities. INTRAS operates a wide a range of specialised services for people with mental health problems in Central Spain, around the cities of Valladolid and Zamora.



Momentum is a non-profit organisation which works to enable and empower disabled and socially excluded people across the UK to identify and achieve their goals. Momentum's programmes promote equal choices and chances for around 2.300 service users every year in the areas of brain injury, spinal injury, mental health, physical disability, learning disability, employment, care and supported living, social enterprise and community rehabilitation.



The **National Organisation of Residential Homes and Special Schools in Denmark (LOS)** counts about 650 member centres that provide services to approximately 4.200 persons. The education and other services offered by LOS are addressed to children at risk, drug abuse victims, people with various psychiatric and psychological problems, as well as to people with mental disabilities.



Theotokos Foundation is a private, non-profit organisation based in Athens Greece. It offers comprehensive services to children and young adults with learning and other developmental disabilities. Theotokos was established in 1954 and is partially funded by the local authority of Attica and supervised by the Greek Ministry of Health and Solidarity. Theotokos serves over 600 clients and families yearly.



The **Valakupiai Rehabilitation Centre (VRC)** was established as a public organisation in 2000 in Lithuania. The mission of VRC is to provide, constantly improve and develop medical, vocational and social rehabilitation services for persons with disabilities within organisation and nationwide, seeking their full and equal participation in public life, integration into society and better quality of life. VRC's main services include vocational rehabilitation, medical rehabilitation and activities of national methodical (resource) centre for vocational rehabilitation. On average 370 people with health problems get medical rehabilitation and about 200 people with disabilities participate in vocational rehabilitation programmes every year.



Veneto Investimenti Sociali - VIS was founded in May 2009 and is active in the North of Italy for the quality of service delivery in the fields of education and training, reintegration, medical rehabilitation and social care for people with special needs and other disadvantaged groups. VIS is a joint venture of 4 partners: two social service providers, one in the field of vocational training, and second in the field of residential and (home) care services to elderly and other groups (children, psychiatric clients, people with disabilities). The third partner is an operator of tourism and leisure activities and the fourth partner is an Investment Bank. The services of VIS are mainly located in the Veneto Region.



The **Workchance Labour Market Service Providers' Association (LFSM)** was established by 11 Hungarian organisations. It is a public benefit organisation with legal entity. Its core objective is to help and, through the development of labour force services, raise the level of employment of people with disabilities. Furthermore, it aims at making employers recognise the benefits and social importance of employing people with disabilities.



The **Workshop "Panagia Eleousa"** provides services in the Region of Western Greece. Founded in 1990, it is a Greek private-law legal entity, a non-profit organisation of social and public interest supervised by the Ministry of Health and Social Solidarity and the Region of Western Greece. It provides education, training, additional support services and social rehabilitation in two education centres in Messolonghi and Agrinio. It also provides lifelong care free of charge to people over fifteen years old with mild or severe intellectual and related disabilities. The centre in Messolonghi also operates a Nautical Sports-Environmental Centre/Summer Camps.

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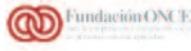
Workchance Labour Market Service Providers' Association

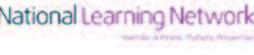
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 LUOVI	Finland
 National Learning Network	Ireland
 Pluryn	The Netherlands
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 CRIS	Coalition for Rehabilitation and Social Inclusion (CRIS), Romania
 AIAS	Comitato Regionale Lombardia A.I.A.S., Italy
 Fundación INTRAS	Fundación INTRAS, Spain
 momentum	Momentum, United Kingdom
 LOS	National Organisations of Residential Homes and Special Schools (LOS), Denmark
 THEOTOKOS	Theotokos Foundation, Greece
 VRC	Valakupiai Rehabilitation Centre (VRC), Lithuania
 VIS	Veneto Investimenti Sociali (VIS), Italy
 Workchance	Workchance Labour Market Service Providers' Association, Hungary
 Panagia Eleousa	Workshop "Panagia Eleousa", Greece

“ Learning, developing and producing together in facing sectoral challenges ”

What is EPR?

European Platform for Rehabilitation

Drawing strength from global diversity, EPR is an innovative force and generator of expertise increasing the quality of rehabilitation services. Recognised as the outstanding and influential forum of service providers in Europe and in cooperation with people with disabilities, the EPR realises continuous improvement and lasting change.

The European Platform for Rehabilitation (EPR) is a network of leading European providers of rehabilitation services to people with disabilities and other groups experiencing disadvantage. These services include vocational education training and reintegration in the open labour market, as well as medical rehabilitation and social care. All members are committed to the values of equality, equal opportunities and human rights for their clients.

Under the motto "learning, developing and producing together", the EPR membership has continued to grow and today numbers 27 organisations from 16 European countries. Professional development, quality, a holistic, multi-disciplinary view, and international cooperation remain the foundation stones on which EPR is built.

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