

epr

European platform for rehabilitation



Annual Report 2006

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A WORD FROM THE PRESIDENT

As President of the European Platform for Rehabilitation, I would like to present some reflections on the work that has been done during the last year. In fact, I believe that 2006 has been a key year for our organisation for both internal and external reasons.

First of all, it is important to recall the results of the "Vintage Event" that took place last June in Porto, Portugal. On this occasion the EPR secretariat and member organisations reflected on the identity and mission of our network, and confirmed its nature as Network of Excellence, its core mission being to focus on excellence in service provision and the improvement of the sector.

A very important aspect to point out is the acknowledgment by the European Commission of EPR's mission and identity, acknowledgment which has been confirmed during the Public Affairs evening organised by EPR in November, with the participation at the event of Iles Braghetto, Member of the EP Disability Intergroup, and Wallis Goelen, Head of the European Commission Unit for Integration of People with Disabilities.

Pursuing its mission and the objective of developing a Quality System, EPR formally launched the European Quality Assurance for Social Services (EQUASS) in September, and, to complete the Quality Mark, a landmark Licensing Agreement was signed between EPR and the Association of Vocational Rehabilitation Enterprises (AVRE) in Norway, granting AVRE the exclusive right to offer EQUASS to providers of social services within the Norwegian market.

Furthermore, in 2006 the first cycle of implementation of the Centre Action Plan (CAP) was concluded and a new needs assessment has been conducted to open the second biennium (2007-2008), confirming the methodology chosen and creating the conditions for the new cycle of implementation.

To conclude, I would like to say that our network is at the moment in a very good position to develop innovative and ambitious programmes for the coming years. This belief is reflected in the Strategic



Stefano Schena - EPR President

Framework created following the meeting in Porto. For the achievement of these important results I must thank EPR's staff, who have been doing, and still do, an excellent job, as well as all EPR's member organisations.

Stefano Schena
EPR President

Stefano Schena plays an active and committed role in the social sector in Italy. Working as the Chief Executive of Don Calabria Centre (Verona, Italy), one of the founding members of EPR, Stefano Schena also presides over the Civic Institute of Social Services based in Verona, which carries out social and charitable activities in favour of people experiencing disadvantage.

Stefano Schena is a renowned professor at the University of Verona, and the author of numerous publications in the field of disability, vocational training and brain injury. Stefano Schena is also President of the Welfare Laboratory (WELA), a new social organisation working at regional level, for the development of innovative projects in the Social Sanitary Sector.

Stefano Schena has been closely involved in the EPR, performing various roles since the birth of the organisation. As the Chairman of the European Rehabilitation Academy from 2002 to 2004, he made a key contribution to the EPR's success in the sphere of professional development. Stefano Schena became President in July 2004, when he succeeded Jan Albers, and was reelected in December for the term 2006-2007.

I. EPR STRATEGY

The environment in which service providers operate is changing faster than ever before, which means that European networks also need to permanently adapt their strategies to address the needs of their members. In this respect, in 2006, EPR invested significant time and effort into the development of a new Strategic Framework for the organisation.

'Vintage Event' on the further development of the EPR

In June, EPR organised a 'Vintage Event' on the Further Development of EPR'. Hosted by EPR member CRPG in the spectacular surroundings of the Douro Valley, Portugal, the event was very well attended attracting over 30 participants from nearly all EPR member organisations. The 'Vintage Event' was comprised of a Workshop for Directors and the regular EPR Board of Directors meeting as well as a rich and varied social programme. Over three busy days of activities, EPR Directors discussed and debated topical issues in the rehabilitation sector and gave their strong contribution to the further development of the network. The main outcome from the Workshop was the broad outline of a Strategic Framework which will guide the organisation's mission, objectives and activities in the coming years.



The reflections made in Porto revealed the following conclusions:

- EPR is a network of leading/excellent organisations with as core mission to focus on excellence in service provision and enhance the sector
- EPR should provide concrete and tangible benefits to its members and focus on client involvement and empowerment of user groups
- The organisation should review its cooperation with other international networks, and further explore the potential of bilateral co-operation agreements.
- EPR will only develop consultancy activities in a 'mission-oriented' way, and not in a business-driven way.



“EPR is unique in our field of rehabilitation and human services. Each of EPR's members has a significant presence in your respective communities and countries. Collectively, they have the demonstrated ability to influence human and rehabilitation services for persons with disabilities throughout the EU.”

(Fred McFarlane from San Diego State University who acted as facilitator of the Workshop)

I. EPR STRATEGY

EPR Strategic Framework

The conclusions and recommendations reached in Porto, were translated into a concrete EPR Strategic Framework agreed by the Board of Directors at its meeting in December. The Strategic Framework is based on seven key objectives (see below diagram). Its aims are twofold:

- To serve as a “touch stone” or referential document against which all new EPR initiatives can be checked
- To formulate overall objectives which allows the Board evaluate at regular intervals whether the EPR moves in the right direction.

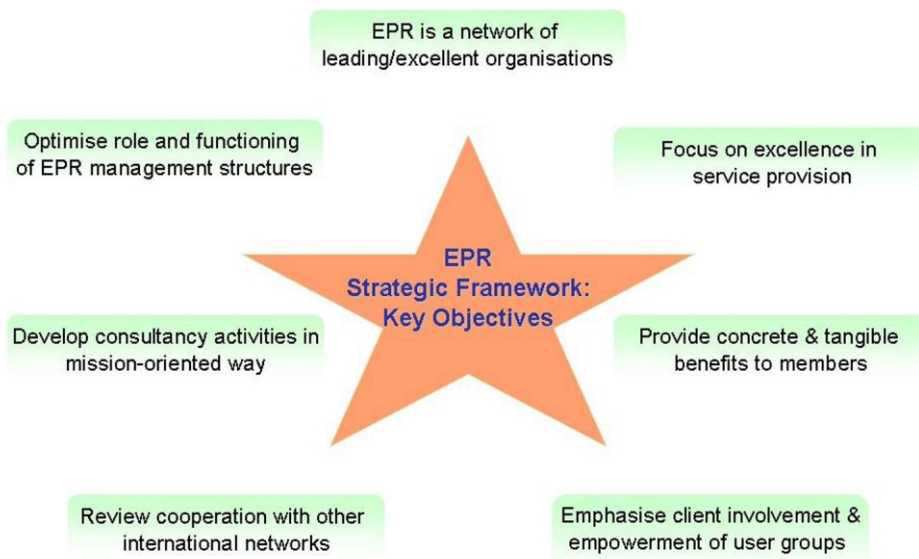
Centre Action Plans

With regard to their members, most European networks today have understood that membership is no longer in itself sufficient, but that tangible outcomes and benefits are expected. That is the main reason why in 2004, EPR made the decision to act as a consultant to its own full members by introducing the concept of 'Centre Action Plan' (CAP). The CAP defines in an explicit way what a centre wants to get out

from EPR membership and describes each action to be taken in order to achieve the centre's objectives. Each CAP strives for a balance between the joint activities attended by several EPR members, and individual activities developed specifically for one centre.

The success of the first generation of Centre Action Plans 2005-2006 proves that this is the right strategy. It should be highlighted in this respect that the expertise used to respond to the requests of EPR's members is drawn in 80% of the cases from its own membership, which truly concretises the EPR founding motto 'learning from each other'. The EPR Board of Directors has also enthusiastically reaffirmed its support for the CAP approach as a very good way of managing centres' participation in EPR activities.

Towards the end of 2006, EPR undertook a new round of in-house 'needs assessments', identifying with managers within each member organization the professional issues where international cooperation could directly impact and add value. The findings of these discussions were translated into concrete actions which resulted in a new generation of CAPs 2007-2008.



II. PROFESSIONAL DEVELOPMENT

Discussion Group on Justification of Rehabilitation Services

In April, the Discussion Group on 'Justification of Rehabilitation Services' met in Neuwied, Germany. Experts from 6 EPR centres tried to find solutions to the growing request of funders, clients and society to demonstrate the added value of our services, and moreover to prove their cost-effectiveness. The professionals within the group identified perceived/actual values and outcomes of rehabilitation in various countries. In addition, they obtained with the help of external consultants an understanding of different funding mechanisms and parameters for outcome measurement in Europe, and learnt about various approaches to demonstrate added value. Finally, the participants exchanged experiences on how to establish/maintain good relations with their funders (lobbying), and how to organize tender processes in their centres. The results of the training and discussions of this group were integrated in a report which is available to all EPR members.

Discussion Group on Decentralisation and Mainstreaming of Rehabilitation Services

In September, the EPR Discussion Group on 'Decentralisation and Mainstreaming of Rehabilitation Services' met in Oslo, Norway. Mainstreaming rehabilitation services often means that service providers have to organize their service-delivery 'extra-muros', providing their services outside the traditional context of the rehabilitation centre in a mainstream environment in the workplace, in the classroom or as part of Community Based Services. After a general introduction on the theme by an EPR consultant, the participants presented and discussed case studies from their respective organizations. During the last part of the session, the participants made in plenary a SWOT analysis of mainstreaming and de-

centralisation from the viewpoint of service providers.



Learning Group on Cross-Departmental Cooperation

Delivering a 'continuum of services' means that the different units in the rehabilitation centre must work in close synergy, ensuring that service delivery is smoothly organised around the client, i. e. they are 'client-centred'. This demands an array of skills in HR management, case management, planning and conflict resolution. This Group sought to understand the main challenges for collaboration between departments and professionals and to gain an insight into the different frames of organisations today. Within the scope of this learning group, three centres designed and implemented a plan on how to optimize the coordination and co-operation between various business units. Throughout their project, they received guidance from the EPR consultants and feedback from their colleagues in the group. Although it is quite demanding, the participants were very satisfied with this specific professional development format, as it led to very tangible and strategic results in their centres.

II. PROFESSIONAL DEVELOPMENT



In-house Seminars on European Disability Policies and Funding Opportunities

Upon request from its members, the EPR secretariat delivered three targeted in-house seminars focusing on 'European Disability Policies and Funding Opportunities' (ODC, CRPG, CRM). On the one hand, the Seminars explained the competencies, priorities and actions of the EU in the disability field, the main issues and tendencies at European level and lobbying mechanisms. On the other hand, they presented an overview of the most relevant EU Funding Programmes under the different common policies as well as the methods and skills how to write a successful project application.

In-house Seminar on Strategic Management

Organised around two workshops in France, this Seminar had the aim to inform Directors on how policy-makers and purchasers might organise rehabilitation services in the coming years. The Seminar exchanged experience on how not-for-profit providers should react to the competitive environment and gave fresh insights into strategies for establishing trans-national

businesses. The strategy on how EPR and its members should develop international cooperation and exchange of best practice in the new context of globalisation was also discussed.

Seminar on New Cycle of EC Funding Opportunities for the Disability Sector

In February, EPR organised in Brussels an international Seminar on the new generation of funding programmes 2007-2013 that are relevant for the Disability sector. The Seminar was a timely occasion to acquire insight into the new streams of funding becoming available to the disability sector, and to understand how service providers might benefit from them. With 32 participants, the Seminar was very well attended, attracting EPR members as well as external participants.

Staffplacement

Via its partners in the United States, the EPR assisted its Portuguese member in organising a stage for two staff members from its Traumatic Brain Injury Unit with a renowned rehabilitation service provider in the United States. The placement gave the opportunity to identify in a comprehensive way the amount of criteria that are used in cases trial, and to



II. PROFESSIONAL DEVELOPMENT

understand their implications in intervention plan development.

Exchange visits

Throughout 2006, EPR facilitated a number of exchange visits between members from Italy, Slovenia, Germany, Malta, Norway, Ireland and the Netherlands. The visits gave professionals the opportunity to share and obtain practical learning from concrete experiences on the ground, talk about similar cases, see related situations, and discuss advocacy strategies. By visiting the field, the exchange visits allowed professionals to see actual changes and strategies at the operational level.



III. QUALITY OF SERVICES



Work on quality in service provision continued to be a key area of priority for EPR in 2006. On the one hand, EPR continued to develop and invest in the European Quality in Rehabilitation Mark (EQR). On the other hand, the organisation launched a new quality accreditation system for the social sector - the European Quality Assurance for Social Services (EQUASS).

EQRMAwards 2006

EQR stands for a comprehensive approach in identifying excellence and best practice in the rehabilitation sector. In 2006, four organisations received the prestigious EQR Award as a testament to their commitment to quality in service provision for people with disabilities:

- Josefsheim Bigge, the first organisation in Germany that has been awarded with the EQR
- Durapart AS, the second Norwegian organisation to receive the EQR Award
- National Learning Network (Tallaght) in Ireland, receiving the Award for the second time
- Centro de Reabilitação Profissional de Gaia in Portugal, also awarded for the second time with the EQR

Since the launch of the EQR in December 2002, 17 organisations from seven European countries have been awarded with this prestigious recognition of excellence by the European stakeholders. Organisations from Italy, Greece, Germany, Spain and Finland are expected to follow in 2007.



III. QUALITY OF SERVICES

Launching of EQUASS



EQUASS was formally launched in September at the EPR General Seminar in Oslo, Norway. Described

as a “driving license for service providers”, EQUASS has 38 criteria based on the key values: the Principles of Excellence, on essential elements of QM-system, measurable operational performance indicators and on the balance between social and business approach. EQUASS assures a valid, reliable and comprehensive accreditation system, basic level of performance on all key values, the quality of services, an operational Quality Management System, European recognition and the solid starting point for striving towards EQRM.

“EQUASS is the essential driver's license for service providers.”

Guus van Beek, EQRM Manager

Signature of EQUASS Licensing Agreement between EPR and AVRE

During the Public Affairs event organised in November, a landmark Licensing Agreement was signed between EPR and the Association of Vocational Rehabilitation Enterprises (AVRE) in Norway granting AVRE the exclusive right to offer EQUASS to providers of social services within the Norwegian market. Stefano Schena signed the Agreement on behalf of EPR, and Paal Haavorsen, ratified on behalf of the AVRE. EQUASS in Norway will be implemented in collaboration with the Directorate of Work and Welfare and the aim is to accredit approximately 100 service providers in the country with the EQUASS Mark in the next three years.

Capacity building

During the year, 22 EQRM and EQUASS Assessors and Auditors were trained and one Initiation Programme for EQRM was conducted in Germany. EQRM assessors are involved at each stage of the assessment procedure for organisations applying for the Mark.



IV. RESEARCH & INNOVATION

Opti-Work project



Opti-Work (Optimising Strategies for Integrating People with Disabilities into Work) - the large project

under the 6th Research Framework Programme in which EPR is involved - reached a high stage of development in 2006. The National Contact Centres in 15 European countries whose work is coordinated by EPR, met for a second training session in March in Malta. Subsequently, the EPR experts conducted structured interviews with a selected sample of employers and disabled jobseekers in their own country. This resulted in reports on the barriers and facilitators for people with disabilities to apply for a job (jobseekers threshold), and the concerns or motivating elements for employers regarding the recruitment of people with disabilities (employers threshold). The Core Research Group of the project formally approved the outputs of the National Contact Centres, and congratulated them on their efforts to produce reports of the highest quality. The Opti-Work Final Conference will be held on 10 October 2007 in Brussels.

For more information visit the project's website at www.optiwork.org

PROVET project



In 2006 EPR started work on a new project financed by EU's Lifelong Learning

Programme and entitled Including the excluded: Promoting enhanced European cooperation in VET for people with disabilities (acronym: **PROVET**). The partners in this project are: National Learning Network, Ireland; Institute for Rehabilitation of Republic of Slovenia, Slovenia; Opera Don Calabria, Italy; Centre de Réadaptation Mulhouse, France; Josefsheim-Bigge, Germany; and Centro de

Reabilitação Profissional de Gaia, Portugal. EPR is the project leader and coordinator. The project's duration is 18 months.

In the framework of this project, the partners test and implement European instruments: Europass portfolio; European Common Quality Assurance Framework and applying the European principles and quality measures for improving access to guidance for trainees. During 2006, the PROVET partners went through the pilot phase of the project, during which they will test the various European instruments. A series of international seminars are planned in 2007 to present and promote the developed instruments.

For more information visit the project's website at <http://www.epr.eu/members/Projects/provet.htm>

SDnet project



In 2006 EPR took part in a project called SocialDialogue.net (SDnet) The project, led by EWORXs, Greece, dealt with Innovative measures financed under Article 6 of the ESF. SDnet is an EU-sponsored Website providing information on employment and disability issues in the Member States of the European Union. The main role of the EPR in this project was to advise on the design and format of the website, making use of its experience with the Knowledge Management Centre. The website aims to raise awareness of innovative policies and practices across Europe which can support disabled people - either as workers or as employers. One of the most interesting outcomes of this project is the creation of a database of European projects. The database presently contains over 150 projects and provides useful information for anyone looking for innovative approaches addressing "return to

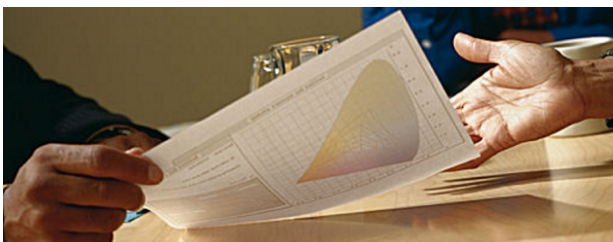
IV. RESEARCH & INNOVATION

work" policies, project partners in other European countries, or just for having an overview of previously funded research, or project results. The SDNet concluded in September.

For more information visit the project's website at <http://www.socialdialogue.net>

Working Group on Benchmarking of Performance Indicators

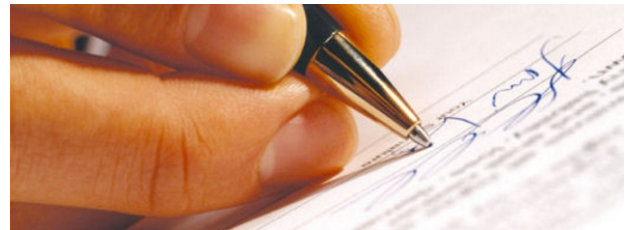
Rehabilitation service providers are increasingly concerned about measuring the outcomes of their services rather than only focusing on the process itself. Thus, the main objective of this benchmarking exercise was to identify organisational performances of the participating rehabilitation centres and to compare them. Three EPR members (CRPG, NLN and CRM) participated in this exercise. The work has already resulted in an identification of framework and indicators for global benchmarking, updated comparative tables with information on clients, staff, finances and services (scope is vocational rehabilitation) plus analysis of differences and the development of a detailed comparative matrix, based on the Nine Principles of Excellence of the EQRM. In 2007, the Working Group would continue the benchmarking exercise against the Nine Principles of Excellence of the EQRM in the framework of the PROVET project.



Research surveys

Upon request from its members, the EPR secretariat compiled during 2006 three comprehensive comparative research reports on following topics:

- Employment for people with intellectual disabilities
- Specialised services to people with autism
- Clinical and care services for people with Traumatic Brain Injury



V. CONSULTANCY

In 2006, EPR continued to engage in consultancy activities such as: advice to members in the framework of the CAPs, EQRM consultancy services, projects/studies for the European Commission and Member States and technical assistance to developing countries. In this context, it is important to stress that EPR only undertakes consultancy activities which contribute directly to the mission and objectives of the organisation and not for 'business' purposes.

Consultancy to EPR members

Vocational assessment

An EPR consultant assisted an EPR member in optimising its vocational assessment processes, procedures and structures. The role and job description of a case manager in this area was designed, and a plan to develop cross-functional skills for working in a multi-disciplinary team was developed. Finally, new methods and procedures were set to link and better coordinate the vocational assessment with the drafting of individual rehabilitation plans.

Disability management

Two members approached EPR with a request for advice in establishing business units to sell disability management services as consultancy to private companies. EPR consultants (from Rehab Group and the EPR secretariat) provided insights in two different business models, a wide range of management issues (time sheets, invoicing, budgeting, marketing, etc.) and assisted the two organisations in the design of a strategic plan to start up business activities in this area.



Cross-border service provision

EPR facilitated for a Dutch member a feasibility analysis for setting up a medical rehabilitation facility in Germany in cooperation with a German partner. Discussions with German actors were organised to clarify issues on market demand, financing mechanisms and methodologies.

Setting up research & innovation activities

A few EPR member organisations investigated various options to set up a research and innovation activities. EPR introduced them into different models, and organised study visits to the Institute for Rehabilitation Research (iRv - Netherlands) and the Research and Innovation Department of the Rehab Group, Ireland. In addition to the information gained from the discussions, the EPR members were provided with key documentation related to Business Plans, Annual Reports, a Customer Service Matrix and Staffing Structures.

V. CONSULTANCY

Consultancy to external organisations

Portugal - modelling of policies for social inclusion of people with disabilities



EPR was subcontracted in the framework of an ESF project that CRPG implements in partnership with a Portuguese University and with the governmental agencies engaged in the policies for people with disabilities. EPR conducted a comparative European study on the ways financial resources for social services are generated as well as to different mechanism of allocation/distribution of funds to service providers. In addition, EPR consultants designed and facilitated a workshop for high level civil servants to develop a Portuguese conceptual reference framework and model of disability policy-making. The model relates to political/social approaches towards disability as well as to ways of intervening and management of systems.

Russia - developing holistic services



The EPR is involved in a TACIS project to develop holistic disability services in the Volga District in Russia. The General Secretary acts as key expert in the components to develop a Russian model for disability policy-making. The project also aims to establish a Resource network which provides relevant information to governmental and non-governmental organisations as well as to disabled individuals. In this context, various short-term EPR experts were involved to train policy-makers and rehabilitation professionals. EPR members (SRL and SRH) also hosted a Russian delegation to demonstrate innovative

practices and organisational management of rehabilitation centres in their countries.

Romania - capacity-building and de-institutionalisation



The National Authority for People with a Handicap (NAPH) has a grant fund of 15 mln EUR at its disposal to reform the disability sector in Romania. Local authorities throughout Romania were awarded projects to restructure/close down large state-run residential institutions and to develop alternative community-based services. EPR consultants designed a customised 'Comprehensive Assessment Tool' (ROM-CAT) to ensure people with a disability would be referred to the appropriate new service. During the last quarter of 2006, the EPR trained about 80 Romanian professionals in applying the ROM-CAT during four regional workshops.

Donal McAnaney was involved as short-term expert in a Phare Twinning programme to define the role of the social inspection regarding the accreditation of social service providers, and to design procedures for quality control and audit.

Finally, EPR experts were involved in institutional capacity-building, by training staff of NAPH in subject as vocational assessment, employment for people with disabilities, community-based services and mainstreaming. In this context, two key civil servants from NAPH participated in the EPR General Seminar.

VI. PUBLIC AFFAIRS

In 2006, EPR continued to strengthen and expand its Public Affairs activities. Work in this area was undertaken either jointly with partner organisations such as Workability Europe, Rehabilitation International and other NGO networks of social service providers, or in EPR's own right.

Contribution to policy-making

Throughout the year EPR debated and contributed to the following main dossiers:

- Directive on Services in the Internal Market
- Communication on Social Services of General Interest
- UN Comprehensive and Integral International Convention on Protection and Promotion of the Rights and Dignity of Persons with Disabilities
- Council of Europe Action Plan to promote the rights and full participation of people with disabilities in society: improving the quality of life of people with disabilities in Europe 2006-2015
- EU Regulations on State Aid



Relations with key stakeholders

Well aware of the importance of cooperation in the sector, EPR's Public Affairs continued to evolve in the framework of a wide network of partnerships and contacts with all key

stakeholders. Thus, EPR met regularly with the Disability Unit and with other Units within DG Employment, Social Affairs and Equal Opportunities of the European Commission to put forward its views on important sectoral issues. Naturally, EPR maintained its good relations with the European Disability Forum (EDF) and established new links with several of EDF's members. EPR was an active partner in the informal gathering of NGO networks of social service providers and strengthened its links with the European Network of Social Authorities (ENSA) and the Veneto Region Representation Office in Brussels. EPR also stayed close to the work of the Platform of European Social NGOs (Social Platform).

Continuing the good experience over the last years, the Awarding Committee of the EQRM provided a valuable forum of exchange with major players such as policy makers (Council of Europe), organisations of disabled people (EDF), employers (Employers' Forum of Disability in the UK), trade unions (ETUC), service providers (EASPD, RI) and funders (ESIP).

Services to members

Apart from representation and lobbying for the interests of service providers at European level, EPR continued to update its members on policy developments and relevant upcoming funding opportunities in the disability sector. This was done via the issuing of quarterly European Reports on topical issues, the publication of a monthly Public Affairs e-bulletin and sending regular funding alerts.

VI. PUBLIC AFFAIRS

Participation in events and meetings



The President, General Secretary and Public Affairs Officer of EPR participated in a great number of events and meetings throughout the year. To mention but a few of the chief ones:

- EPR was represented at all meetings of the High Level Group of Member States' Representatives on Disability in which it has a seat
- In September, EPR, Workability Europe, EASPD, ET Welfare, Solidar, Caritas, FEANTSA and some other networks of social service providers organised a very interesting joint Seminar on *NGO Social service providers as actors for social cohesion and inclusion*. The Seminar brought together over 30 representatives from European networks of social service providers to discuss main themes such as social service provision in Europe: challenges, opportunities and concerns and the role of social service providers in relation to social cohesion and social inclusion.

- In October, EPR took part in the Conference on Mainstreaming Mental Disability Policies organised by Inclusion Europe
- Finally, EPR attended two major Conferences on the European Social Fund in September and Disability and the traditional European Day of People with Disabilities 2006 in December

Public Affairs evening on “Mainstreaming disability and the role of rehabilitation in an inclusive society”

In November, EPR organised a successful Public Affairs evening on the theme *Mainstreaming disability and the role of rehabilitation in an inclusive society*. The event was held in the modern facilities of the Committee of the Regions in Brussels. This was a restricted occasion gathering about 50 persons who came mostly from EPR members, partner NGOs active in the field of disability, public authorities and academics. The European Parliament and the European Commission were also represented.



VI. PUBLIC AFFAIRS

The occasion opened with a reception and welcome words from Iles Braghetto, MEP (Italy/EPP-ED), Member of EP Disability Intergroup and Stefano Schena, EPR President. During the following plenary session, the two keynote speakers Ingrid Körner, President of Inclusion Europe and Donal McAnaney, Associate Researcher in the Centre for Disability Studies, set the context of the discussion on mainstreaming and rehabilitation by presenting the main issues at stake from the perspective of both people with disabilities and service providers. These interventions were followed by reactions from the panel of three key stakeholders coming from the Disability Unit European Commission, the European Disability Forum (EDF) and EPR who each offered their viewpoint on the points raised.

“EPR proved again capable of bringing together a representation of major stakeholders in the field of disability at European level around a strategic theme. The exchange of views we had sets us well on the way to coping with the challenges of Mainstreaming.”



VII. ORGANISATIONAL DEVELOPMENT & MANAGEMENT

EPR General Seminar 2006

The XIVth EPR General Seminar took place on 28 and 29 September 2006 in Oslo. This year's event was organised on the theme *Benchmarking as an optimisation strategy for rehabilitation service providers* and was hosted by EPR's member in Norway - AVRE. About 140 delegates from all over Europe (and beyond) attended the General Seminar. Over two busy days, participants discussed and debated the essentials of benchmarking, as well as other main issues and trends in the European rehabilitation sector. The event again proved its traditional value as a key international forum for acquiring new insights and exchanging experience, knowledge, best practice and networking between professionals. Overall, the organisers managed to find the right mix between keynote speeches, academic inputs and presentations on benchmarking, and a good selection of workshops on specific topics. Site visits to Norwegian rehabilitation enterprises, an EQRm Awarding Event, plus a host of social activities, all complemented the intensive and interesting programme.

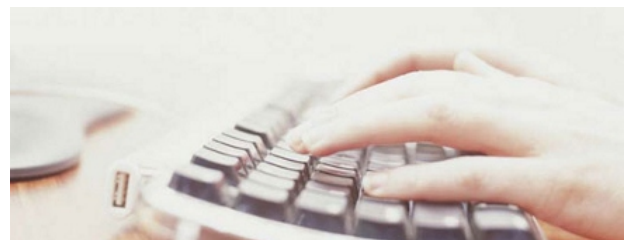


“Thanks to the hospitality of our Norwegian partner AVRE, and the joint efforts of the organisers, the General Seminar was confirmed again this year as a large, successful event, characterised by an intensively positive and fruitful climate among the participants.”

Stefano Schena, EPR President

Knowledge Management Centre (KMC)

The Knowledge Management Centre (KMC) is an online database gathering the vast knowledge and expertise of EPR members. At the moment, 12 EPR member centres are involved in this project. There are presently 250 templates in the database which can be visited at <http://www.epr.eu/KMC.htm>. During 2006, EPR secretariat worked on a new version of the KMC, which includes a new design and new functionalities. In 2007, EPR plans to implement a new section for the KMC dedicated to information on the experts from EPR organisations. This section will help the EPR members to find experts available for consultancy services or projects in quick and easy way. It will also enable the EPR members to find speakers and trainers for conferences and seminars. Marina Dello Russo from Opera Don Calabria, was nominated for *Best practice inserted in the KMC of EPR*. This best practice concerns the realisation of an innovative plan facilitating the participation of people with disabilities in leisure time activities in community life in Verona, Italy



VII. ORGANISATIONAL DEVELOPMENT & MANAGEMENT

Website

In order to accurately relay its international nature, in 2006 the EPR website moved to a new address - www.epr.eu The EPR website aims at promoting the network to external parties as well as providing the member organisations with easy access to EPR documents and products. Efforts continued to be made to enhance the quality and stability of the website and to achieve more user-friendly look. EPR website continues to attract a large number of visitors: the number of hits reached over 4000 hits in 2006. EPR has updated the presentation of its members on the website so it now features not only the logos and contact details of all EPR members but also a full description of each member including their mission, history, services, target groups, etc. The contact details plus the photo of the centre coordinators are also online.

Newsletter

This publication features many interesting items including an editorial, updates on projects and discussion groups, information about Public Affairs issues and developments, a list of new documents posted on the EPR website and a calendar of upcoming events and meetings. A special section in the Newsletter is usually dedicated to a particular topic, an interview with rehabilitation professional or brings an EPR member in focus. The EPR members also contribute regularly with news from their centres. The many pictures included make the Newsletter not only an informative but a visually attractive product. Three newsletters were distributed in colour printed format to the EPR members.



Board of Directors

The Board of Directors consists of the Chief Executives of all full members and is the central decision-making body of EPR. Its main task is to supervise all EPR activities and to set the strategic, financial and organisational framework of the EPR. The Board of Directors nominates the Executive Committee. Besides strategy development and organisational discussion on current EPR affairs, Board meetings are also used as a forum to exchange ideas on topical issues. The EPR Board of Directors held four meetings in 2006. It is currently composed of the following persons:

- Stefano Schena, EPR President, Opera Don Calabria
- Jeronimo de Sousa, EPR Vice-President, Centro de Reabilitação Profissional de Gaia
- André Lefèvre, Centre de Réadaptation de Mulhouse
- Josefa Torres, Fundación ONCE
- Fritz Krueger, Josefs-Gesellschaft
- Joe O'Brien, National Learning Network
- Angela Kerins, RehabCare
- Frank Flannery, Rehab Group
- Rob de Jong, Pluryn Werkenrode Group
- Thérèse-Sophie de Wit, Stichting Revalidatie Limburg

VII. ORGANISATIONAL DEVELOPMENT & MANAGEMENT

Executive Committee

This is a sub-group of the Board of Directors whose main responsibilities are to prepare policy decisions for the Board of Directors (including drafting the agenda) and to direct the activities of the Brussels secretariat on behalf of the Board of Directors. In December 2005, the Board of Directors re-elected the past Executive Committee for a new term of two years (2006-2007) and confirmed Stefano Schena as President and Jeronimo de Sousa as Vice-President. The two other members of the Executive Committee are Frank Flannery and André Lefèvre. The EPR Executive Committee held four meetings in 2006.

“In spite of the fact that it does not have formal decision-making power, the Executive Committee is the motor of EPR”

Jerónimo de Sousa, EPR Vice-President

Centre coordinators

All full and associate members have a centre coordinator who forms the important link between the EPR level and the centre level. Centre coordinators disseminate EPR information throughout their organisation, and are active in implementing the decisions taken by the Board of Directors within member organisations. Their double mission includes ensuring the input from the centre in EPR initiatives and the maximal return on investment via dissemination of EPR outputs and results. The traditional annual meeting of centre coordinators was held in Brussels in November. The busy agenda covered a number of important items including evaluation of the EPR General Seminar 2006 and preparation of General Seminar 2007; feedback on the Menu of Services & Opportunities offered by EPR to all

its members; cost-benefit analysis of the KMC and discussions on activities related to professional development of staff. The coordinators also gave their opinion and ideas on the potential expansion of EPR and reflected on different formulas of membership. A forum for bilateral discussions between the centre coordinators was also built in the programme of the meeting.

The EPR team

The EPR secretariat is the main unit responsible for the development and implementation of the network's activities. Based in Brussels, the secretariat acts as the main interface with EPR member organisations and with external stakeholders. The secretariat is composed of a core staff team, external experts. It also benefits from freelance support staff. Altogether, the members of the EPR secretariat speak all major European languages: English, French, German, Spanish, Italian, Dutch as well as Russian and Bulgarian.

Jan Spooren, General Secretary



The General Secretary Jan Spooren is responsible for the overall management of the EPR secretariat, activities and finances. Jan Spooren develops the EPR strategy, supervises the implementation and progress of the various initiatives, and monitors and evaluates the Centre Action Plans. He also oversees EPR's work in the area of Public Affairs and European projects. The General Secretary dedicates some of his time to external consultancy activities generating income for the EPR. He reports to the Executive Committee and to the Board of Directors.

Email: jan.spooren@epr.be

VII. ORGANISATIONAL DEVELOPMENT & MANAGEMENT

Martin Ohridski, Public Affairs Officer



Martin Ohridski supports the Public Affairs dimension of EPR in a wide range of tasks and responsibilities and assists in the implementation of the Centre Action Plans. He develops and implements EPR's lobby strategy, liaises with key stakeholders, manages events and contributes to PR tasks. Martin Ohridski is in charge of the edition of EPR's newsletter, position papers and press releases towards policy-makers. He also works on a half-time basis for Workability Europe.

Email: martin.ohridski@epr.be

Nadège Jibassia, Project Coordinator



Nadège Jibassia coordinates EPR's involvement in European projects such as Opti-Work and PROVET and as well as the implementation of event organisation. She also monitors the progress of certain Centre Action Plans and EQRM activities. Finally, Nadège Jibassia is responsible for the Knowledge Management Centre, the EPR website, production of PR materials.

Email: nadege.jibassia@epr.be

Sarah De Roeck, Financial Officer



Sarah De Roeck joined the staff of the EPR secretariat at the beginning of March on an internship and was subsequently appointed as Financial Officer. Her responsibilities in this function include budget tracking and the financial management of EPR projects. Sarah De Roeck also provides extensive support to the secretariat in event planning, office administration, communication and website editing.

Email: sarah.deroeck@epr.be

Viera Kerpanova, Intern



Viera Kerpanova joined the EPR secretariat at the beginning of October on a five-month internship. Viera Kerpanova's main tasks in EPR during her internship cover research in the field of social services of general interest and cross-border provisions with regard to patient mobility. She also deals with general administration tasks.

Email: viera.kerpanova@epr.be

VII. ORGANISATIONAL DEVELOPMENT & MANAGEMENT

Guus van Beek, EQRM Manager



Guus van Beek is EPR's quality expert responsible for the development and running of the EQRM system in general and for the management of the EQRM assessments, initiation programmes and trainings.

Guus van Beek also provides consultancy to external organisations interested in the EQRM and EQAUSS. In 2006, Guus van Beek worked intensely on the development and launching of the European Quality Assurance System for Social Services (EQUASS).

Email: eqrm@xs4all.nl

Jan Albers, Senior Consultant



Jan Albers is involved in the design and implementation of the Centre Action Plans. He acts as a facilitator for various Discussion and Learning Groups and provides expert input in EPR strategic documents. Jan Albers has also been tasked to assist EPR in its efforts to identify potential new members.

Email: albers.jan@home.nl

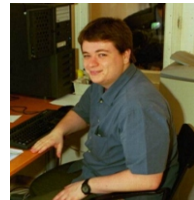
Bénédicte Dubois, Finance & Human Resources



Bénédicte Dubois is responsible for the human resources and finances of the EPR secretariat.

Email: info@nota-bene.biz

Dimitri Fatralis, IT Expert



Dimitri Fatralis is in charge of the IT and communication infrastructure and functioning in the EPR secretariat.

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The EPR Brussels-based members of the team, from left to right: Sarah De Roeck, Jan Spooren, Viera Kerpanova, Martin Ohridski, Nadege Jibassia

VIII. FINANCIAL INFORMATION

Item	Budget	Results (in euro)
<i>Revenues</i>	<i>580.497</i>	<i>697.556</i>
Membership fees	225.000	230.000
Projects & services	253.297	363.041
EQRМ	100.000	76.888
ERA	0	6.250
Interests	2.200	4.974
Extraordinary income	0	16.403
<i>Expenses</i>	<i>574.496</i>	<i>654.643</i>
Staff costs	202.346	203.480
EPR Office costs	75.550	78.737
EPR Operational costs	86.600	74.831
Projects & services	105.000	178.245
EQRМ	100.000	87.740
ERA	0	908
Contingencies	5.000	15.703
Provisions 2007	0	15.000
BALANCE		
+42.913		

IX. MEMBERSHIP

EPR has 19 member organisations coming from 13 European countries.

EPR Member organisations

Full members



RehabCare
Ireland



National Learning Network
Ireland



SRL
The Netherlands



Pluryn Werkenrode Group
The Netherlands



Josefs Gesellschaft
Germany



Opera Don Calabria
Italy



CRM
France



CRPG
Portugal



Fundación ONCE
Spain

Associate members



Heli
Finland



AVRE
Norway



Astangu
Estonia



Institute for Rehabilitation
Slovenia



tjfbv
Germany



Heliomare
The Netherlands



SRH Learnlife AG
Germany



Ifross
France



Eden Foundation
Malta



Theotokos Foundation
Greece

IX. MEMBERSHIP

Full members



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 aims at providing services of great quality and value adjusted to the needs and expectations of clients, generating the greatest level of satisfaction for all the parties committed, on behalf of innovation and continuous improvement.

Fundación ONCE (21 companies in 70 centres) was set up to improve the conditions of people with disabilities in the 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.

Josefs-Gesellschaft is a large Catholic society offering rehabilitation services to 4,500 people with physical disabilities in Germany. The 3,800

employees provide educational and vocational training, ensure suitable occupation, and daily care of people with disabilities.

National Learning Network is Ireland's largest non-governmental training organisation with more than 50 locations nation-wide catering for over 4,500 learners each year. Its objective is to assist people at a disadvantage in the labour market to learn the skills they need to build lasting careers in jobs, thanks to a brand of training, education and employment access support.

Founded in Verona soon after World War II, the **Don Calabria Centre** in Verona, Italy is one of the many enterprises implemented by the Opera Don Calabria. The Don Calabria Centre applies mainly to disadvantaged or disabled people, with a particular attention to the situation of the so called "new poverty" social areas.

RehabCare in Ireland provides a wide variety of responsive health and social care services that facilitate reintegration in the local community. Each year more than 2,600 people take advantage of these services, which range from resource centre activities to care work delivered in people's homes.



IX. MEMBERSHIP

The aim of **Stichting Revalidatie Limburg** in the Netherlands has always been the (re)integration into society of (potentially) disabled persons through high-quality coordinated vocational assessment, training, education and health care provision. SRL acts as an umbrella organisation for a number of centres providing different types of services.

The **Pluryn Werkenrode Groep** 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 the aspects of daily life, including education and training, in job-(re)integration, housing, domestic affairs, and personal care as well as leisure time.

Associate members



The **Association of Vocational Rehabilitation Enterprises** is an employer organisation for approximately 100 not-for-profit organisations spread across Norway. These organisations provide various types of vocational support to more than 25,000 disadvantaged persons yearly.

The **Astangu Rehabilitation Centre** is the only public centre in Estonia providing social and vocational rehabilitation to persons with disabilities. The main goal of the Astangu Rehabilitation Centre and its 122 employees is to support social and vocational integration of people with disabilities.

The **Eden Foundation** is a Maltese NGO which works in partnership with people with developmental disabilities. Eden Foundation helps them to achieve full inclusion to the best of their abilities by gaining access to mainstream education, employment and leisure activities, leading to an independent life.

Heliomare has 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 and sports.

The leading **Institute for Rehabilitation** in Slovenia is most famous for its medical rehabilitation for victims of war and especially of mines, and is the leading organisation in Slovenia providing medical rehabilitation, assistive technology, prosthetics and orthotics, as well as psychosocial and vocational rehabilitation.

Pulmonary Association Heli is Finland's largest non-profit organisation for people with disabilities. It is involved in a range of activities, including health promotion, rehabilitation, special training and the running of work centres. Heli's professionals cater for people with different types of disabilities and mental health problems, as well as individuals in danger of social exclusion.

IX. MEMBERSHIP

The **Theotokos Foundation** is a private, non-profit organisation based in Greece. It offers comprehensive services to children and youngsters with learning and other developmental disabilities. The purpose of the Theotokos Foundation is to offer to their clients opportunities to learn, to communicate and to function with adequacy in their everyday life in order to become autonomous and active adults.

An important task of **SRH Learnlife**, Germany, (11 centres) is the retraining of people who have to change their occupation because of an acquired disability. The Berufsförderungswerk Heidelberg GmbH (BfW) is one of the establishments of the SRH Group that has over 1,870 training places for adults and 90 places for assessment and evaluation.

IFROSS (Institut de Formation et de Recherche sur les Organisations Sanitaires et Sociales), France is an interdisciplinary institute of the Faculty of Law at the Université Jean Moulin Lyon 3, gathering lawyers, managers and doctors preoccupied by the large transformations in the medical and social fields.



Technischer Jugendfreizeit und Bildungsverein (tjfbv). tjfbv is a private non-for profit organisation, founded in 1991, who is focused on ICT applications for people with disabilities. It currently operates at 6 locations and has about 60 employees.



IX. MEMBERSHIP

Members directory

Full members

Centre de Réadaptation de Mulhouse (CRM)

57, Rue Albert Camus, 68093 Mulhouse Cedex, France

Director: Mr André Lefèvre

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www.arfp.asso.fr

RehabCare

Roslyn Park Sandymount, Dublin 4, Ireland

Director: Ms Angela Kerins

Tel: +353 12057200; Fax: +353 12057202

E-mail: sarahjane.dillon@rehabcare.ie

www.rehab.ie

Centro de Reabilitação Profissional de Gaia (CRPG)

Avenida João Paulo II, 4405-075 Arcozelo VNG, Portugal

Director: Mr Jeronimo de Sousa

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E-mail: info@crpg.pt

www.crpg.pt

Stichting Revalidatie Limburg (SRL)

Zandbergsweg 111, 6432 CC Hoensbroek, the Netherlands

Director: Ms Thérèse-Sophie de Wit

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E-mail: p.kurvers@srl.nl

www.srl.nl

Fundación ONCE

Sebastian Herrera 15, 28012 Madrid, Spain

Director: Ms Josefa Torres Martínez

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E-mail: alberto.rossi@fsc.es

www.fundaciononce.es

Pluryn Werkenrode Group (PWG)

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Director: Mr Rob de Jong

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E-mail: cjonkheer@pwgr.nl

www.pluryn-werkenrodegroep.nl

National Learning Network

Roslyn Park Sandymount, Dublin 4, Ireland

Director: Mr Joe O'Brien

Tel: +353 14525777; Fax: +353 12057216

E-mail: jane.forman@nln.ie

www.rehab.ie/nln/index.aspx

Josefs Gesellschaft

Custodistrasse 19-21, 50679 Cologne, Germany

Director: Mr Fritz Krüger

Tel: +49 221889980; Fax +49 0221 88998 60

E-mail: d.roemer@josefsheim-bigge.de

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Opera Don Calabria (ODC)

Via San Marco, 121, 37138 Verona, Italy

Director: Mr Stefano Schena

Tel: +39 0458184111; Fax: +39 0458184100

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www.centrodoncalabria.it

IX. MEMBERSHIP

Members directory

Associate members

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Heliomare

Relweg 51, 1949, EC Wijk aan Zee, the Netherlands
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E-mail: f.wichers@heliomare.nl
www.heliomare.nl

Astangu Rehabilitation Centre

Astangu street 27, 13519 Tallinn, Estonia
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www.astangu.ee

Institute for Rehabilitation

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E-mail: jurij.svajger@mail.ir-rs.si
www.ir-rs.si

SRH Learnlife AG (SRH)

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E-mail: gustav.rueckemann@fh-heidelberg.de
www.srh.de

Theotokos Foundation

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E-mail: theotokos@theotokos.gr
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Institut de Formation et de Recherche sur les Organisations Sanitaires et Sociales (IFROSS)

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Fax: +33 478587644
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www.ifross.com

Pulmonary Association Heli

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Eden Foundation

Bulebel, Zejtun, ZTN 08, Malta
Director: Mr Joseph Muscat
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E-mail: theedenfoundation@maltanet.net
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Technischer Jugendfreizeit- und Bildungsverein

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WHAT IS EPR?

Mission

Drawing strength from global diversity, the 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 training and reintegration in the open labour market, as well as medical rehabilitation and social care. All our 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 19 organisations from 13 European countries.

Professional development, quality, a holistic, multi-disciplinary view, and international cooperation remain the foundation stones on which EPR is built.



European Platform for Rehabilitation

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