

Introduction: day 2

Alfonso Lara Montero

Chief Executive

European Social Network



The European Social Network is
supported by the European Union

JOIN. SHARE. LEARN.

- Demographic ageing care in Nordic countries
- New concepts of quality in care
- Social services management quality
- Session with Care Inspectorates
- Workshops/discussions on:
 - AI
 - Outreach/case management
 - Home vs residential care
 - Health & social integration
 - Social planning
 - Co-production



The European Social Network is supported by the European Union



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Panel discussion

Supporting social services' workforce

Philip Basso

Deputy Executive Director

APHSA United States

Sue Johnson

UK coordinator, Skills for Care and

Development United Kingdom



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Human Services Workforce Well- Being and Health

American Public Human Services
Association

Phil Basso



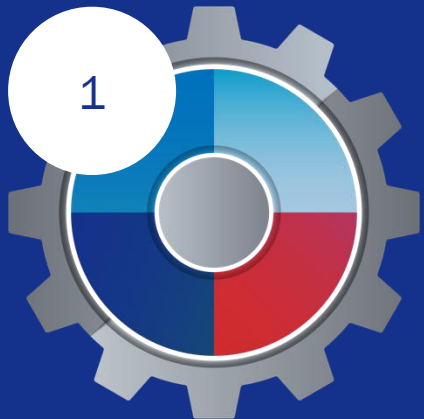
Our Mission

American Public Human Services Association advances the well-being of all people by *influencing* modern approaches to sound policy, *building* the capacity of public agencies to enable healthy families and communities, and *connecting* leaders to accelerate learning and generate practical solutions together.

... Because we build well-being from the ground up.



Realizing the Potential of All People in All Places



DESIRED OUTCOMES

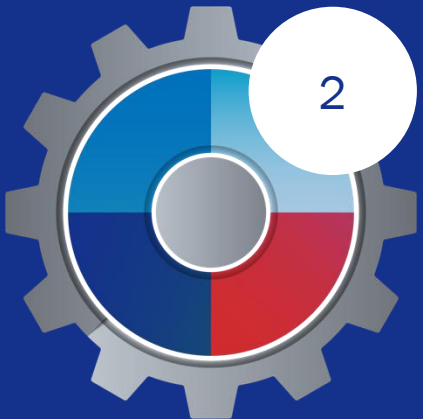
- Gainful employment and economic well-being
- Child and family well-being
- Overall population health and well-being

Our line of sight to the desired future state ...

grounded in where we all live, learn, work, play, and age and focused on enabling social and economic mobility

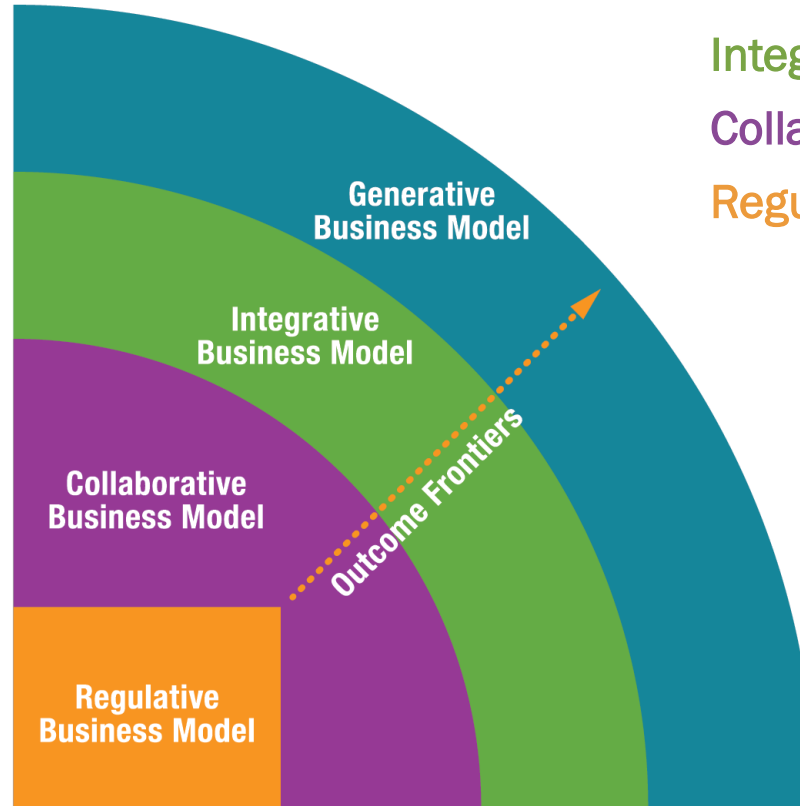


The Value Curve Serves as a Shared Model of Interpretation



HUMAN SERVICES VALUE CURVE

Efficiency in
Achieving Outcomes



Generative – BIGGER THAN FAMILY

Integrative – ROOT CAUSES

Collaborative – SERVICE TO CUSTOMER

Regulative – INTEGRITY

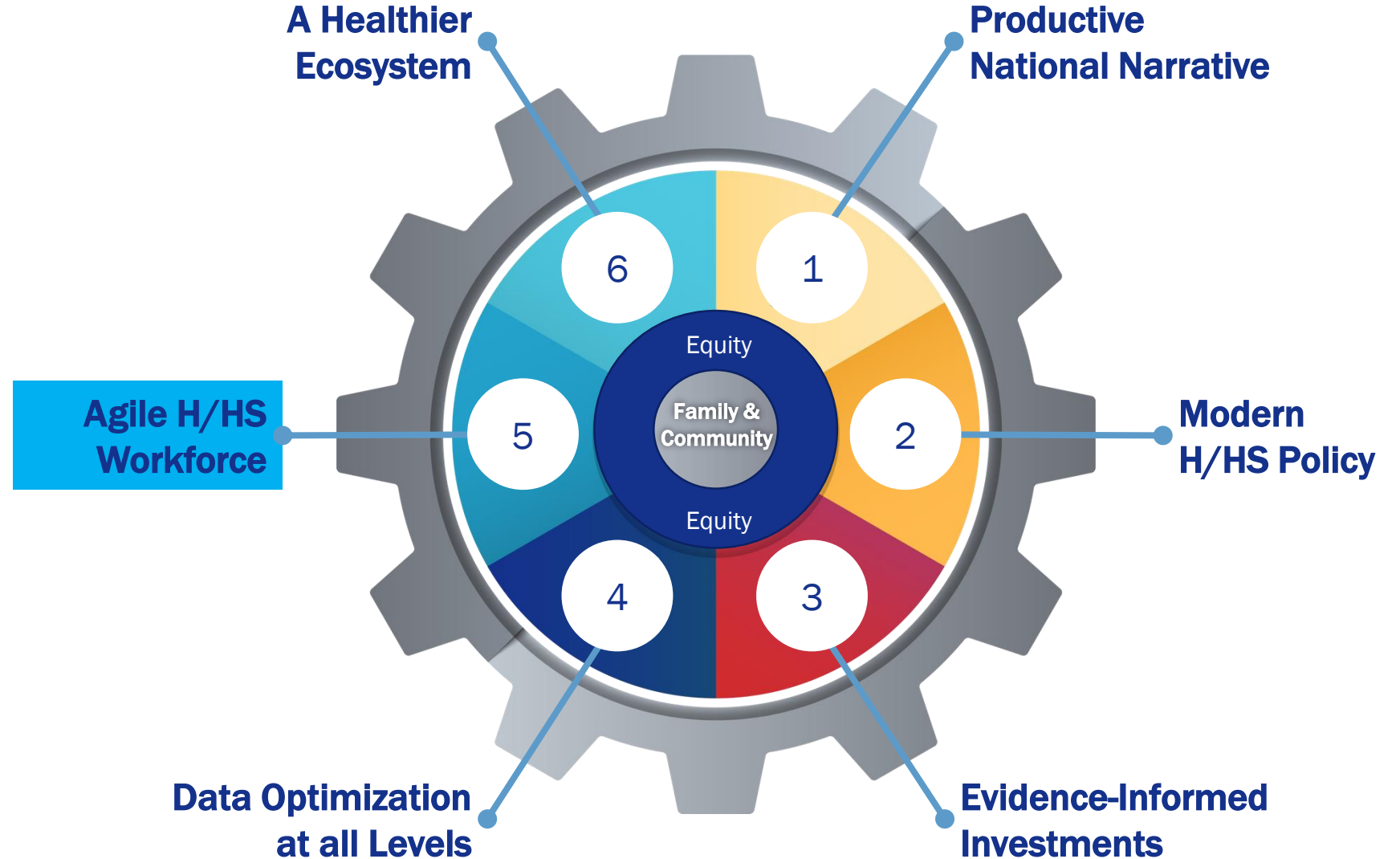
The Value Curve Lens is Highly Adaptive:

- At system level and at individual level
- By sector, function, program, and role
- The stages are holistic and form a learning cycle

© Leadership for a Networked World. 2011. Antonio M. Oftelie.
The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services:
A Report from the 2011 Human Services Summit on the Campus of Harvard University.

Defining Success by 2022

Moving Toward a Generative State



H/HS Landscape Survey

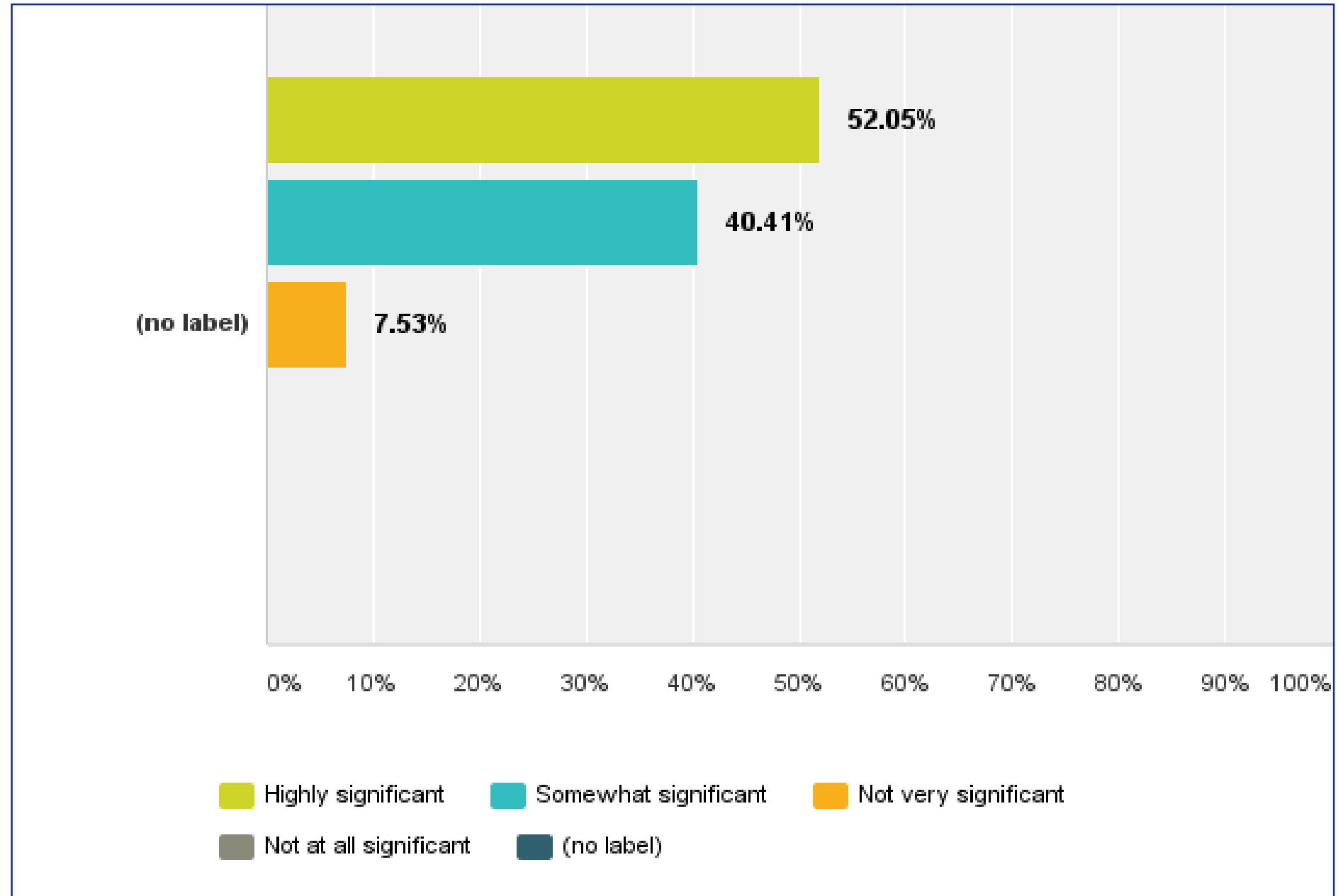
In 2017, we asked CEOs, deputies, administrators and other top level leaders of state and local H/HS agencies about the impact of a number of trends – both internal and external - on their organization.

The role of the H/HS Workforce dominated the responses.



Internal Trends

Gap between
organizational
needs and
current
workforce
capacity





- Seeing and engaging the human services workforce as helping “unlock and ignite human potential”
- Both energizing and honoring our workforce, creating an important mindset shift about their role in partnership with families and communities
- Establishing an authentic sense of connectedness between the workforce and the community so that we can solve problems together

Shifting Mindsets



**INFLUENCE
BUILD
CONNECT**

Igniting the Potential

Workforce Well-Being and Health:
Moving from Intention to Action

The Situation



- A planning team was formed a year ago between APHSA, UC Davis, Beth Cohen, and Connecticut's child welfare agency, with ongoing endorsement from the National Staff Development and Training Association
- We noted many studies and publications focused on workforce capacity in the human resources, management and development literature
- These studies sometimes contain "indicators of workforce well-being and health," especially in industries where workers face traumatic conditions every day



The Situation



- But no one had ever constructed a holistic organizing framework and theory of impact to serve as the basis for systematic and systemic improvement
- We identified well-being as the overarching frame, adopting the Full Frame Initiative's five well-being factors
- We linked workforce well-being and health, consistent with a social determinants, resilience, or equity lens



Well-Being Factors	Well-Being Indicators (23)	Health Factors	Health Indicators (23)	Methods For Evaluation or Data Collection
Social Connectedness	<ul style="list-style-type: none">• Trauma-Informed Recruitment, Selection, and Onboarding• Well-being and Resilience Building Activities, including Teaming with Peer Supports• Flex Hours and Telecommuting• Community Connections Cultivated	Illness	<ul style="list-style-type: none">• Stress-Related Illnesses• Resulting Time Off and Disability• Work Unit Isolation or Stigmatization• Enterprise-Wide Stigmatization	<ul style="list-style-type: none">• Human Resources Family Medical Leave Data (FMLA)• Stay Interviews/ Trauma Informed Employee Supervision and Coaching• Exit Interviews/ Employee Engagement Surveys• Time and Attendance Reports• Focus Groups• Grievance and Complaint Data• Self Identified Specific Time Allotments to Discuss Personal Concerns
Safety	<ul style="list-style-type: none">• Equity Principles and Standards• Physical Safety Program Quality• Trust-Building Activities• Ergonomic and Space Design	Injury	<ul style="list-style-type: none">• Work Accidents and Near Misses• Chronic Fatigue and Discomfort• Non-Workplace Accidents• Resulting Time off and Disability	<ul style="list-style-type: none">• FMLA Reports• Time and Attendance Reports• Work Comp Reports• Employee Wellness Survey• Employee Leave Reports
Stability	<ul style="list-style-type: none">• Quality of Supervision• Reward and Recognition: Internal and External• Succession Planning• HR Functional Effectiveness• Organizational Change Expertise	Mental Health	<ul style="list-style-type: none">• EAP Program Use• Employee Relations Charges• Workplace Violence• Non-Constructive Staff Resistance• Media and Stakeholder Support	<ul style="list-style-type: none">• EAP Employee Usage Report- Third Party Reporting• Upward Evaluations, 360 Feedback ,Exit interviews• Employee/ Organizational Climate Survey• Customer Service Surveys• Town Hall Meetings
Mastery	<ul style="list-style-type: none">• Use of a Strategic Framework• Data/Outcome-Driven Decision-Making and Continuous Improvement• Training and Development Investment• Mentorship and Coaching• Challenging Work with Clear Roles	Productivity and Adaptability	<ul style="list-style-type: none">• Unit and Staff Alignment to Strategy• Individual Performance• Staff Learning and Knowledge-Sharing• Staff Resilience Metrics• Unit and Enterprise-Wide Performance	<ul style="list-style-type: none">• Program Outcome Reports• Employee Performance Evaluation• Team Meetings• Organizational Training Reports• Organizational Resilience Survey• Organizational and Program Performance Reports
Access to Resources	<ul style="list-style-type: none">• Compensation Equity• Healthcare and Retirement Benefits• Tools/Technology to Do the Job• Workload Plans and Capacity Management• Family Care and Transportation to Work	Sustained Commitment and Desired Growth	<ul style="list-style-type: none">• General Retention Rates• Attraction and Retention of Top Talent• Pace of Innovation• Employee Climate Surveys• Compelling ROI and Increased Investment	<ul style="list-style-type: none">• Organizational Employee Turnover Report• Employee Stay Interviews/ Net Promoter Score• Employee and Customer Innovation Survey• Employee Salary Costs Compared to Organizational Outcomes

Applying and Testing



Answer & Act:

- Who do we involve within the agency and at the community level?
- For the well-being indicators, what does our desired state “look like?”
- Where are we currently strong and where do we have things to improve upon?
- For the health indicators, where do we have our most significant challenges today?



Applying and Testing



Answer & Act:

- What will we do to further leverage our strengths and close our gaps related to workforce well-being?
- How will we study the impact of improved workforce well-being improvements on workforce health?
- How will we also study the impact on service experience, practice innovation, partnership quality, and overall community well-being and health?



Zooming Out: What's Next



- Capture the baseline research related to what we already know about trauma, stress, resilience and equity
- Understand what we can already surmise about the theory of impact, including from other industries
- Roll out the application and testing in California, two other states, and a tribal setting
- Form a national advisory group including NSDTA, CWDA, and local agency leaders
- Secure broader funding for nation-wide evaluation and knowledge mobilization



Questions and Discussion



How does this situation and response compare and contrast with what you are experiencing?

Does your system employ similar models and methods?

How might we join forces across systems to advocate for and advance investments in our international workforce?



Panel discussion

Supporting social services' workforce

Philip Basso

Deputy Executive Director

APHSA United States

Sue Johnson

UK coordinator, Skills for Care and

Development United Kingdom



The European Social Network is
supported by the European Union

‘UK initiatives in supporting a sufficient, capable and confident social care workforce’

Sue Johnson, UK Coordinator, Skills for Care & Development

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The Partnership



Adults only

Adults & children



Adults & children

Adults & children



Uk
coordinator



Skills for Care & Development

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Individual partners

- Own organisational structures and accountability
- Own responsibilities and statutory requirements
- Government accountability - different in England
- Legal basis for regulation - except in England
- Funded individually
- Different social / national contexts for each partner
- All strong on employer engagement

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Purpose

Purpose of Partnership

- **Innovate** - Uk wide practice
- **Inform** – shared expertise across 4 organisations / nations
- **Impact** - Uk wide standard setting
- **Influence** – Sector Skills Council license



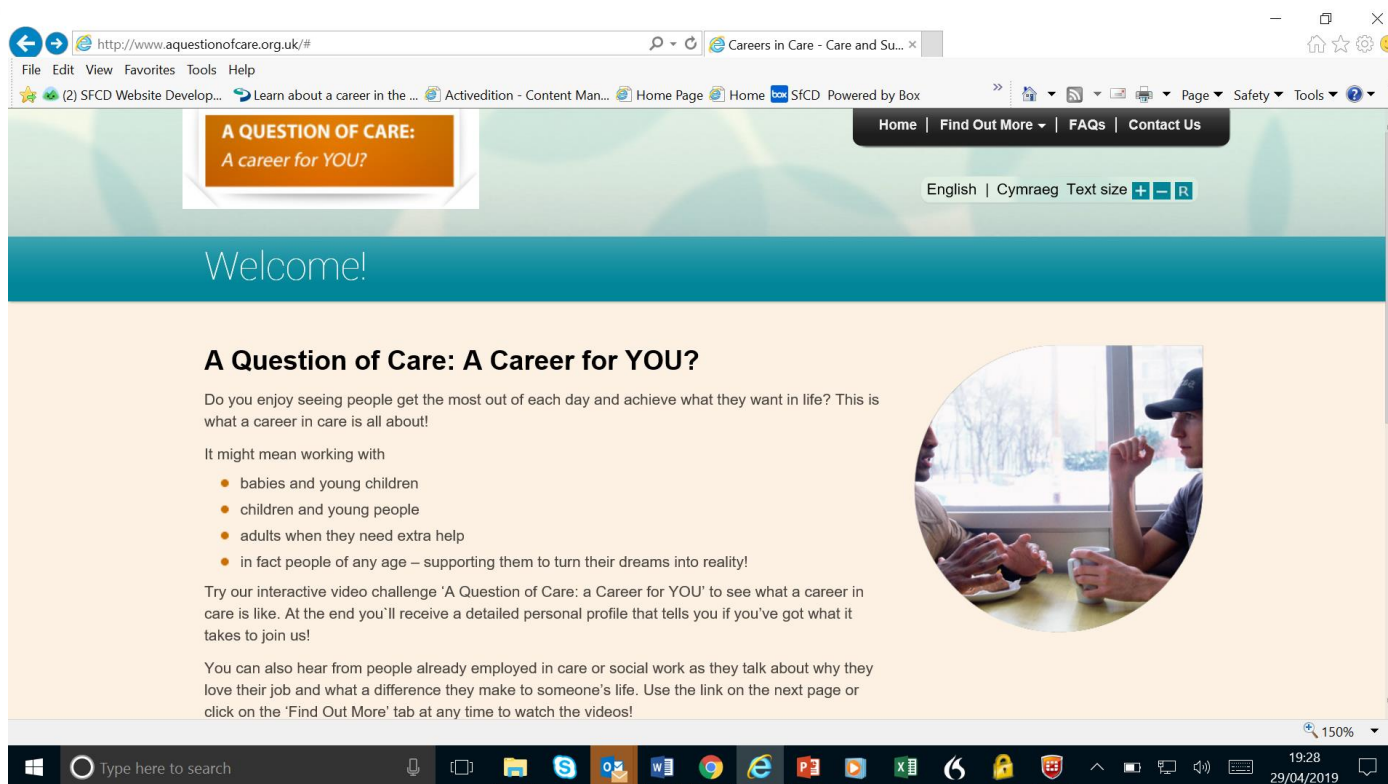
Uk wide

Partnership wide

- Sector Skills Council responsibility
- National Occupational Standards
- A Question of Care recruitment tool
- Economic value of the Uk Social Care Sector

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A Question of Care recruitment tool



<http://www.aquestionofcare.org.uk/>



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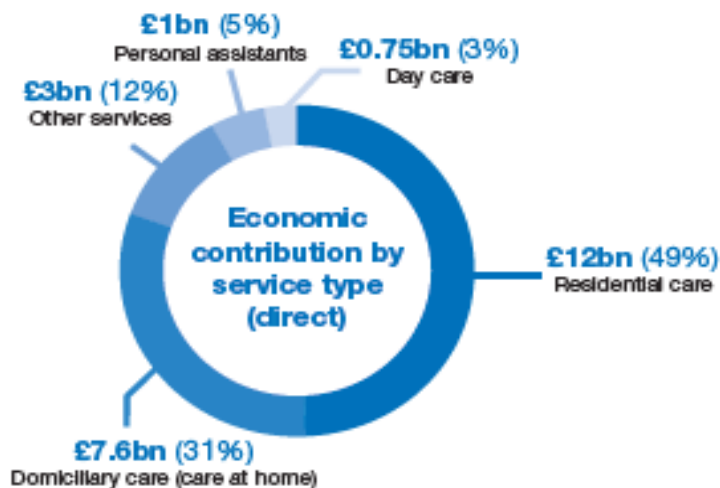


Uk wide

Economic Value of Uk Social Care sector



The total number of adult social care jobs in the UK.
2.6 million jobs
(1.8 million full time equivalents (FTEs))



Economic contribution by country



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Recruitment

Attraction & Recruitment campaigns

England-phase 1	Wales
Opinion testing	'Not just a job'
'Every day is different'	5 year plan
Social media presence	New regional officers
National job search site	National job search site
Impact evaluation now on	Posters /press releases
Case studies	Media advertising
	Impact measurement

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Recruitment

Not just a job



Gofalwn
.cymru

WeCare
.wales

Ddim yn chwarae plant

Oes gen ti'r hyn sydd ei angen i
ysbrydoli'r genhedlaeth nesaf?

Darganfyddwch fwy ar Gofalwn.cymru

Not just child's play

Have you got what it takes to
inspire the next generation?

Find out more at WeCare.wales



Kirsty Crowe
Cynorthwydd Meithrin
Nursery Assistant

Mwy na swydd

Gweithia mewn gofal cymdeithasol
a gallet ti fod yn help i dy gymuned.

Darganfyddwch fwy ar Gofalwn.cymru

Not just a job

Work in social care and be the
lifeline your community needs.

Find out more at WeCare.wales



Aled Burkitt
Gweithiwr Gofal a Chymorth
Care and Support Worker

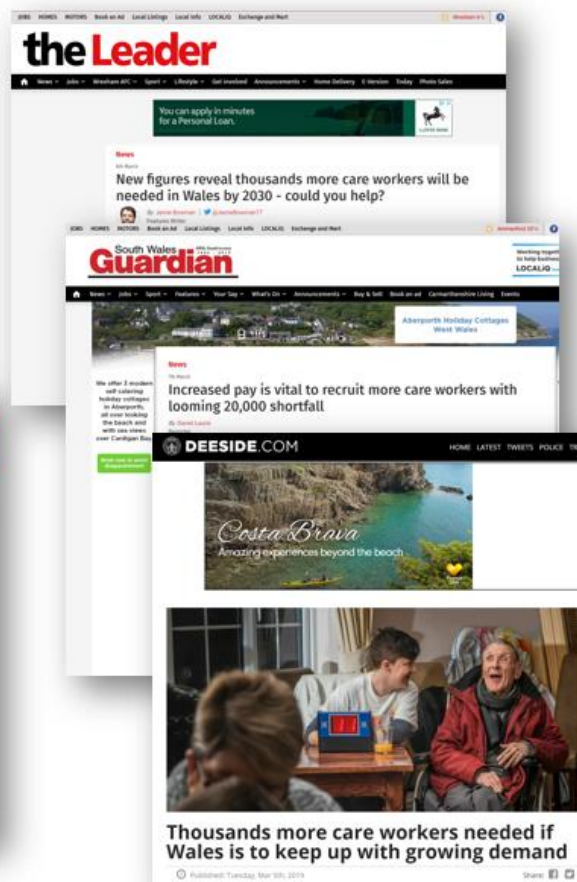
Gofalwn
.cymru

WeCare
.wales

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Recruitment

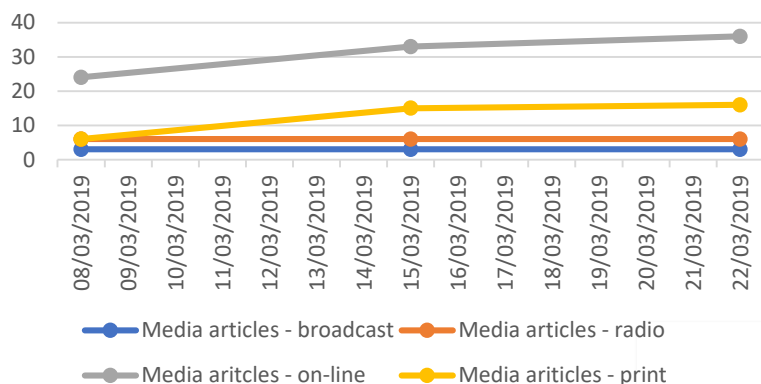


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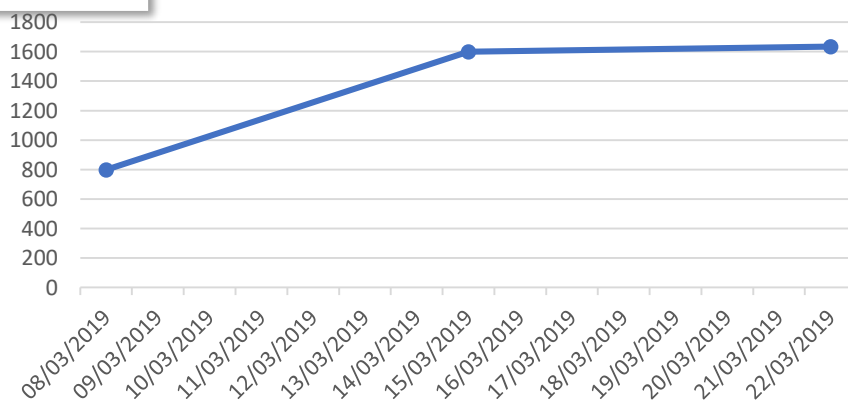


Recruitment

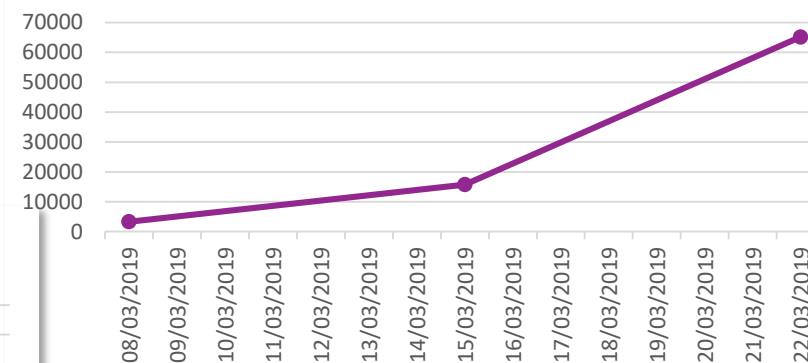
We Care media coverage



Social Media - likes/followers



We Care campaign video views



**Welsh impact
data – 2 weeks**

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Inform recruitment
campaigns



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- Uk wide
- Written with the sector
- Range of roles including leadership and frontline
- Underpin **all** qualifications



Our staff are
registered with
the SSSC

[Find out what this means here](#)



- Behaviours and values
- To keep people safe
- Promote peoples rights
- Accountability
- Fitness to practice



Standards

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Induction Standards



Standards



SOCIAL CARE MANAGERS' INDUCTION

Download the new Social Care Managers'
Induction Programme at
www.niscc.info/managers-induction

7th Floor Millennium House, 19-25 Great Victoria Street, Belfast, BT2 7AQ
028 9536 2600 info@niscc.hscni.net www.niscc.info



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Skills for Care & Development

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The screenshot shows the 'Step into Leadership' website for the Scottish Social Services Council. The header is purple with the council's logo and a search bar. Below the header is a navigation menu with links: Home, Frontline Workers, People Using Services, Managers, and Corporate & Strategic Leaders. The main content area features a large image of two women talking, with a text overlay that reads 'Welcome to Step into Leadership'. Below this, there is a section titled 'Introducing Step into Leadership' with a video player showing a woman speaking. To the right of the video player is a link to 'Access the Learning Log'. Below the video player is a link to 'Give us your feedback'. At the bottom of the main content area is a section titled 'Choose a pathway' with four colored buttons: pink, orange, purple, and blue, each with a white icon of a person walking.

Scottish Social Services Council

Step into Leadership

Leadership learning pathways for Scotland's social services

Home Frontline Workers People Using Services Managers Corporate & Strategic Leaders

Welcome to Step into Leadership

Scotland's social services need effective leadership at all levels within the workforce, as well as citizen leadership from people who use services and their carers.

[Read the Strategy for building leadership capacity in Scotland's social services 2013-2015 here.](#)

Whatever your role in social services, this website will help you find resources and information to develop your leadership skills. Employers will find resources to help create an organisational culture where leadership development is supported at all levels. Choose a pathway below to explore the leadership capabilities and resources relevant to you.

Introducing Step into Leadership

SSSC Chief Executive, Anna Fowle, invites you to Step into Leadership.

Take a tour of Step into Leadership.

[Access the Learning Log](#)

[Give us your feedback](#)

[Take the Step Into Leadership Quiz](#)

Choose a pathway



Enabling leadership

Research to identify what good leadership looks like in Scotland's social services



Produced on behalf of the Scottish Social Services Council by
Carol George, Frances Peterson,
Catherine Rose Stocks Rankin and Catherine Penble,
University of Stirling in partnership with the Institute for Research
and Innovation in Social Services (IRISS)

December 2016

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Wellbeing



Healthy staff
Valued
Learning culture
Identify stress
Lone workers



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Tools

Digital learning zones



Discover our Learning Zone



Learning Zone



Skills for Care & Development

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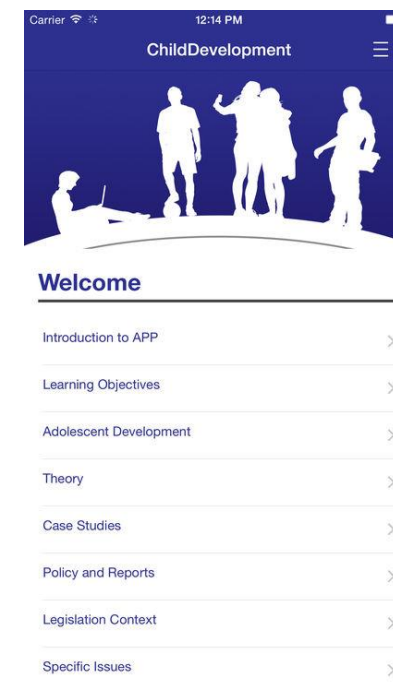


CareToolkit
Domiciliary

 **Professional
in Practice**
Continuous Professional
Development for Social Work



Tools



Skills for Care & Development Sgiliau Gofal a Datblygu



The Partnership



TABLE DISCUSSIONS

What are the main challenges of ensuring the social services workforce well-being and what are the opportunities?



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JOIN. SHARE. LEARN.

- Demographic ageing care in Nordic countries
- New concepts of quality in care
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- Workshops/discussions on:
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 - Health & social integration
 - Social planning
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Coffee Break



Panel discussion

Supporting vulnerable groups

Julia Peterbauer

International Relations Officer,
Viennese Social Fund Austria

Mike Orland

Operations Manager
Sedqa Malta



The European Social Network is
supported by the European Union

Wiener Wohnungslosenhilfe

Health Services for homeless persons in Vienna

Julia Peterbauer

ESN
WG on SDG 3, 10 May 2019, Paris



The FSW ...



is responsible for planning and control



provides funding



offers advice



provides services



controls quality

120,800

different customers (only counted once)



(As at 31.12.2018)

Tasks

- Provision of **information and counselling** to FSW clients and their families
- Provision of needs-based **services** funded by the FSW
- Billing for **client contributions to costs**
- Preparation of **quality standards and guidelines**, e.g. funding guidelines, and review of compliance
- **Accreditation procedure**
- Determination of **tariffs and quotas** together with the partner organisations
- **Networking**, stakeholder relations

Rooflessness and homelessness

Accommodation for specific target groups

Assisted accommodation
in flats

Mobile housing
support

Night shelters

Temporary
accommodation

Mother-child facilities

Socially assisted
accommodation

n eu ner haus

du bist wichtig

Funded by:



neunerhaus health center – our health services

Easily accessible medical care with specific interdisciplinary competence for homeless persons and people without national insurance (no national health card)

- since 2006: neunerhaus mobile doctors; 2019 outreach medical care in 25 facilities of the Viennese assistance programme for homeless persons
- since 2009: neunerhaus dental practice
- since 2013: neunerhaus general practitioner
- all integrated in the new neunerhaus health center in 2017



Challenges

Homeless persons and people without national insurance have to cope with

- structural barriers: unavailable national insurance, hard-to-reach character of health services
- individual barriers: abandonment of necessary medical treatment because of shame, lack of money, stigmatising experiences in the health system, language barriers, priority shift

Consequences

- medical treatment only in case of emergency
- expensive transport to and treatment in the outpatients' department (A&E)
- the socio-economic situation defines the quality of medical treatment
- on the individual scale: missing personal efficacy, helplessness, exhaustion

Effects of homelessness on health

- significantly higher rates of early mortality, chronic diseases and disability than in average population
- multi-morbidity
- high demand of psychiatric and psychosocial support
- limited individual resources for health promotion and prevention
- high prevalence of non treated caries



Interface between housing and health

Health subjects and housing are closely associated and at the same time inhibit each other: no recovery and stabilization without housing and vice versa.

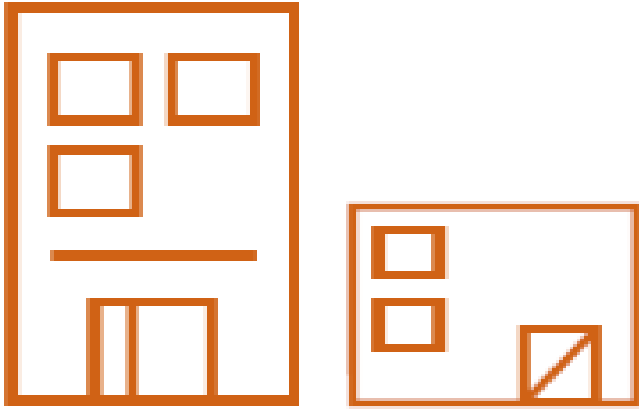
For example:

- convalescence after operations
- adjustment of psychiatric medication
- stabilization during alcohol withdrawal
- healing of chronic wounds
- sustainable treatment of chronically ill persons
- resources for psychosocial relief and stabilisation
- assessment of perspectives within the social system

Easy access

... means equal chances for all patients and continuity in treatment and counselling
... and for the teams of all professions the readiness to offer these chances consistently to all patients, irrespective of their status and life conditions

- no ready-made processes
- barrier-free access without requirements or preconditions
- no pedagogical ambition
- high quality of personal communication:
 - ensuring understanding by the means of easy and clear language
 - usage of dialect-free language and paraphrasing
 - encouragement to ask questions
- video interpretation as a standard in case of language barriers

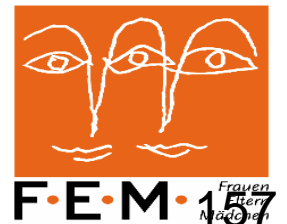


Health for homeless women and families

(Gesundheit für wohnungslose Frauen und Familien, GWFF)

A project by women's health centre FEM

Funded by:



FEM's fields of work



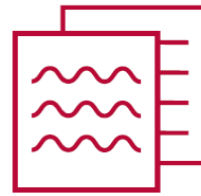
course catalogue



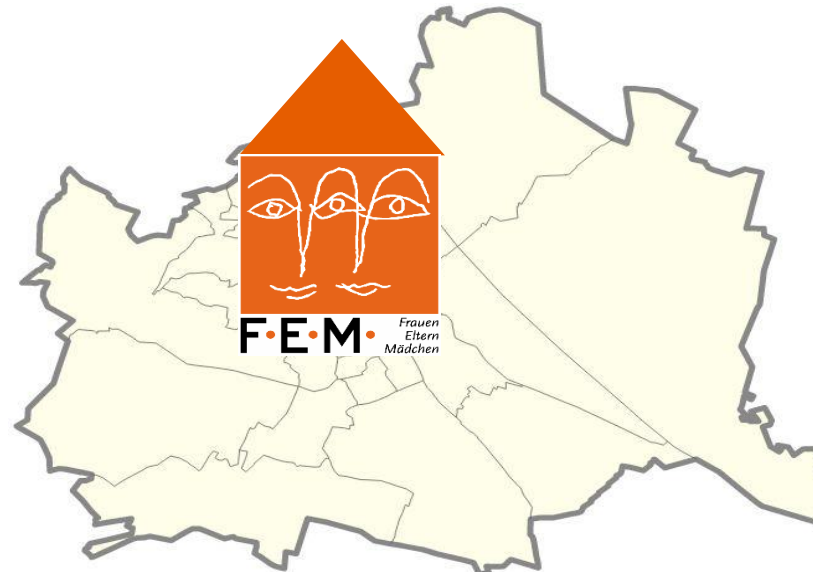
multilingual counselling
for women



visiting health promotion projects



information hub



networking and
cooperations



women's health
literacy centre



parent's health centre



advanced training for
multipliers

GWFF – the concept



- needs-based, female-specific health services for homeless women and children
- participative approach for development and implementation of services in 26 facilities of Vienna homeless assistance (Wiener Wohnungslosenhilfe)
- holistic and interdisciplinary approach
- combining social work, medical & psycho-social care
- cross-linked work, using available resources
- female-specific work – empowerment
- assuring continuity and sustainability
- close cooperation with men's health centre MEN



Goals and target group

1. Enhancement and stabilising of homeless women's and children's mental and physical health

- strengthening health resources
- promotion of health literacy and sustainably healthy behaviour
- enabling clients to use services in the existing health system
- improving compliance
- transfer into follow-up measures with appropriate aftercare

2. Support for staff in homeless facilities concerning health promotion and health care for homeless women and children.



Project measures

A) Health counselling (individual setting)

psychological, psychotherapeutical, and gynaecological counselling, bio-feedback, body awareness therapy

B) Health promotion (group setting)

Women's groups, exercise for women and children, workshops on nutrition, self-worth, violence, gynaecology, cooking groups, mental training, health days, etc.

C) Structural work – promoting health literacy for multipliers

vouchers for advanced training, networking, health projects, supervision, health team meetings with MEN, psychosocial services (PSD), neunerhaus, health dialogues, etc.



Acceptance and Issues

Issues discussed

- overload
- room for oneself
- relationship issues, separations
- upbringing issues
- (sexual) violence
- psychiatric diagnoses
- addiction
- psychosomatic disorders
- gynaecological questions
- explanation of diseases, diagnostic findings and medication
- trust/mistrust in the health system

Women and children reached:

2018:

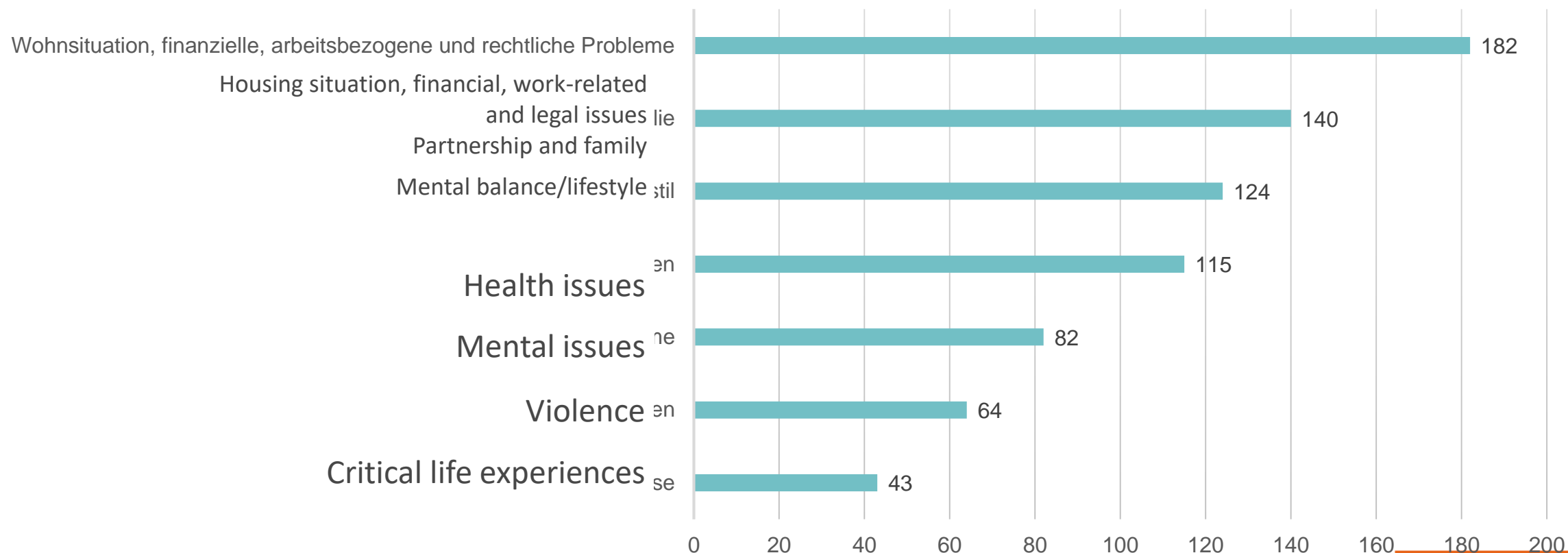
2.970 counsellings

1.028 contacts at group meetings

Services are offered in 26 facilities

ISSUES IN PSYCHOLOGICAL COUNSELLING OF HOMELESS WOMEN 2018

N=750, FREQUENCY OF OCCURRENCE, MULTIPLE MENTIONS POSSIBLE



Contact

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psychologist
Head of women's health
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neunerhaus

Sandra Stuiber-Poirson

Organisational head neunerhaus
health centre

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poirson@neunerhaus.at](mailto:sandra.stuiber-poirson@neunerhaus.at)

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Vienna Social Fund / FSW

Julia Peterbauer

Dept. Political boards and
international networks

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www.fsw.at

We are here to support you.



Web: www.fsw.at
Tel.: 01/24 5 24

(FONDS **SOZIALES
WIEN**)
StoDtWien

Panel discussion

Supporting vulnerable groups

Julia Peterbauer

International Relations Officer,
Viennese Social Fund Austria

Mike Orland

Operations Manager
Sedqa Malta



The European Social Network is
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Life-long community based Addictions Prevention interventions



Foundation for Social Welfare Services

Foundation for Social Welfare Services
Agency Sedqa, Malta
Mike Orland, Operations Manager Community Services



3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.



Agency Sedqa

Agency Sedqa aims to increase public awareness of the harm caused by addictive behaviours and imparts skills in order to prevent or to delay the development of such patterns. It also supports persons who have developed an addiction and their significant others to modify their lifestyles so as to lead a healthier and more satisfying life whilst becoming productive citizens within society. Sedqa seeks to do this whilst maintaining high ethical and professional standards in all its interventions with every individual who seeks its assistance.



The Strategy

- **Children in Primary School**
T.F.A.L. Programmes for Grade 3 & Grade 5 students
- **Secondary School Students**
Tailor-made programmes for Grade 8 & Grade 10 students
- **Post-Secondary & Tertiary Students**
Tailor-made programmes
- **At The Workplace**
SAFE Programme
- **Community Interventions**
- **Care Services**



Our Guiding Principles

- An increased Self-Efficacy and realistic Outcome Expectancies are necessary for correct decision making (Social Cognitive Theory)
- Adolescents with healthy coping mechanisms can do better in a period of rapid and drastic biological and emotional changes (Problem Behaviour Theory)
- Good Role Models along with correct knowledge are important for youths to form strong and healthy beliefs about things around them (Social Learning Theory)
- A healthy bonding to Pro-social units is an important Protective factor (Social Development Model)
- Interventions at all levels of the social domains strengthen communities that are supportive to health environments (Social Ecological Model)



T.F.A.L 3 – Tfal Favur Ambjent Liberu

Given to Children aged 7yrs

1. Self-Image & Feelings
2. Peer pressure & Decision Making
3. Coping Skills
4. Addictions – Cigarettes, Alcohol & wise use of medicine
5. Private Body
6. Seeking Help



T.F.A.L 5 – Tfal Favur Ambjent Liberu

Given to Children aged 9yrs

1. Self Worth & Coping Skills
2. Peer Pressure & Decision Making
3. Addictions – Cigarettes & Alcohol
4. Drugs and wise use of medicine
5. The wise use of technology and gambling



S.A.F.E. Programme

Substance Abuse Free Employees

Phase 1 – **Exhibition**

Phase 2 – **Training sessions for management and supervisors** (topics included are Alcohol and its effects, Drugs and their effects, Stress Management and Approaching the Problem Employee)

Phase 3 – **Informative sessions for employees** (topics included are Alcohol and its effects, Drugs and their effects, Substance abuse and driving, Wise use of Technology, Gambling, Stress Management, Bullying at the workplace, Dealing with aggressive behaviour at the workplace and Skills for the Parent Employee)

Phase 4 – **Substance abuse and gambling policy**



Care Services

- Psycho-Social Interventions focusing on addictions and related issues
- Doctor Visits
- Therapeutic Services with Psychologists, Psychotherapists and Family Therapists



Thanks



Life-long community based Addictions Prevention interventions



Foundation for Social Welfare Services

Foundation for Social Welfare Services
Agency Sedqa, Malta
Mike Orland, Operations Manager Community Services

TABLE DISCUSSIONS

What is the role of social services in the implementation of the SDG3? How are they working towards it and how can they contribute further?

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- Demographic ageing care in Nordic countries
- New concepts of quality in care
- Social services management quality
- Session with Care Inspectorates
- Workshops/discussions on:
 - AI
 - Outreach/case management
 - Home vs residential care
 - Health & social integration
 - Social planning
 - Co-production



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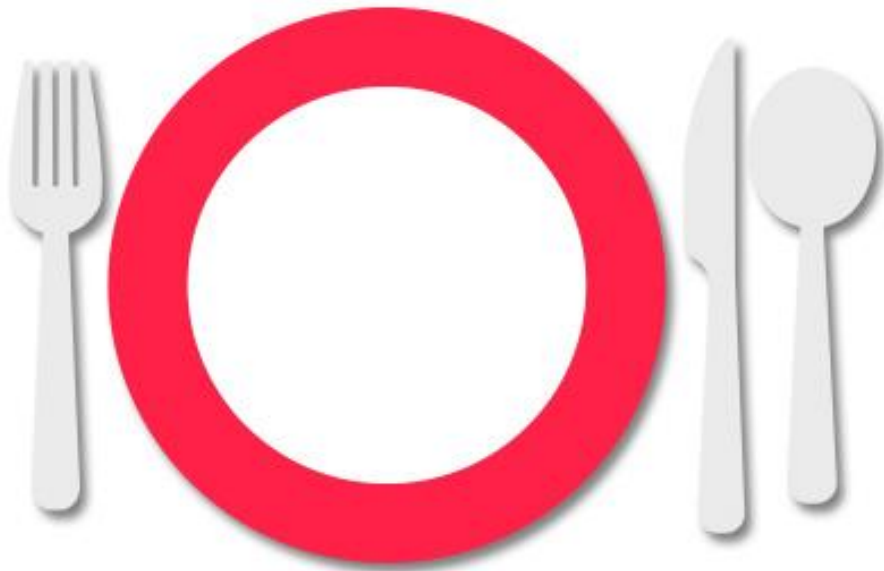
Conclusion

Next steps for the working group

Thank you for your participation!



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Lunch Break