

‘Target-based Contract’ for Better Care Outcomes

<u>Organisation(s):</u>	Agency for Quality of Life (AVIQ)	
<u>Country:</u>	Belgium	
<u>Contact:</u>	policy@esn-eu.org (we will function as an intermediary between you and interested organisations who want to learn more about the practice)	
<u>Theme:</u> <i>Choose at least one option</i>	☐ Ageing & Care ☐ Asylum & Migration ☐ Young People ☐ Support for Children & Families ☐ Community Care ☐ Integrated Care & Support ☐ Co-Production ☒ Disability ☐ Housing & Homelessness ☐ Artificial Intelligence ☐ Digitalisation ☒ Quality Care	☐ Labour Market Inclusion ☐ Social Inclusion ☐ Technology ☐ Workforce and Leadership ☐ Social Benefits ☐ EU Funding ☐ Social Services’ Resilience ☐ Mental Health ☒ Person-Centred Care ☐ Research & Use of Evidence ☒ Management & Planning ☐ Other, please specify:
<u>Principles of the European Pillar of Social Rights:</u> <i>Which principles does your practice cover? Check the 20 principles here.</i>	☐ 1. Education, training, life-long learning ☐ 2. Gender equality ☐ 3. Equal opportunities ☐ 4. Active support to employment ☐ 5. Secure and adaptable employment ☐ 6. Fair Wages ☐ 7. Transparent employment conditions ☐ 8. Social dialogue ☐ 9. Work-life balance ☐ 10. Healthy, safe work environment	☐ 11. Childcare and child support ☐ 12. Social protection ☐ 13. Unemployment benefits ☐ 14. Minimum income ☐ 15. Old age income and pensions ☐ 16. Health care ☒ 17. Inclusion of people with disabilities ☒ 18. Long-term care ☐ 19. Housing and assistance to homeless ☐ 20. Access to essential services
<u>Current status of the practice:</u>	☐ Concept and Design Phase ☐ Testing or pilot phase ☐ Temporary practice that has terminated ☐ Temporary practice that is ongoing and has a termination date ☒ Established and ongoing practice ☐ Scaling Up and Transformation Phase ☐ Other (please specify):	
<u>Summary:</u> <i>Please summarise the practice in maximum 3 sentences. This will be the disclaimer of your</i>	AVIQ, a care regulator and funder, introduced ‘target-based contracts’ to break down barriers to funding and encourage a more strategic approach to funding focused on the continuous improvement of care for people with disabilities, while simplifying the procedures for using grants. This allows service providers to develop	

project on our website. Example here.	their services through a six-year strategic plan funded by AVIQ, rather than receiving short-term, compartmentalised funding.
<u>Context/ Social issues addressed</u> Please explain the problem you attempt to solve with your practice.	Before 2019, quality audits were carried out on the day-to-day operation and financial audits were carried out on a yearly basis. Any unused portion of the annual grants was required to be reimbursed to the public authority. The “Target-based Contract” legislation now requires each service provider to define its strategic objectives over a six-year period to improve the quality of support provided to beneficiaries and to face future challenges. At the same time, this legislation gives service providers greater flexibility in the way they manage their grants and funding. They can spend more in one year and less in the following year. However, if not all grants are used during this six-year period, the remaining balance can be allocated to a strategic project approved under the target-based contract. One condition must be met: the amount set aside cannot exceed 5% of the annual grant. The aim is to ensure that at least 95% of the grant is used to guarantee adequate staffing levels and the day-to-day operation of the service. The Target-based Contract encourage long-term planning while allowing organizations to adapt their resources to their strategic priorities and future challenges, such as: sustainable buildings, energy-related issues and the move towards deinstitutionalization, as encouraged by the UN Convention on the Rights of Persons with Disabilities (smaller living units, individual bedrooms, EVRAS, social inclusion through meaningful community activities).
<u>Objectives:</u> Please provide a maximum of three objectives in bullet points.	1. Strategic planning for the continuous improvement of care. 2. Stakeholder engagement (service users, families, staff, public authorities, etc.). 3. Performance agreement between the service provider and the public authority.
<u>Activities:</u> Please describe the activities put in place to achieve the objectives (maximum 400 words).	1. The Agency has set up a working group to discuss, together with the social partners, new legislation known as the ‘target-based contract’. 2. AVIQ has amended existing regulations to break down barriers to funding and encourage a six-year strategic approach focused on the continuous improvement of care for people with disabilities. 3. The ‘target-based contract’ must be drawn up based on a strategic analysis of the organisation (strengths, weaknesses, opportunities and threats) and involve the relevant stakeholders (beneficiaries, families, staff members, etc.). 4. Operators must draw up a six-year strategic plan (targets-based contract) which will include: a. The service’s objectives for improving the care provided to service users; b. The means of implementation and; c. The monitoring and evaluation of results. 5. The grants awarded by the Agency are used over a six-year period. This enables providers to adopt a more efficient resource allocation strategy, thereby improving the quality of care. The various types of grants are combined, so there is no longer any compartmentalisation of funding. It’s a simplification of grant management

	6. Finally, subject to the Agency's approval, the service is permitted to set aside surplus grants, the maximum amount of which corresponds to 5% of the total grants allocated by the Agency during this six-year period. The operator can thus undertake more ambitious projects to address the sector's challenges.
Outcomes: Please explain what the results were/are so far and how you evaluated this (i.e. statistics, a study, or feedback)	The review of the first six-year term has just begun. We note that numerous projects have been developed as part of this initiative: 356 Target-based contracts have been approved, and 178 contracts include a financial reserve, totalling €50 million to support strategic projects. It represents the realisation of a working relationship developed between the Agency and service providers over many years now. It is a relationship based on trust and support for professionals who face on-the-ground situations daily. It greatly simplified the procedures for using grants. The operator can undertake more ambitious projects to address the sector's challenges
Funding Source	EU Funds: ESF+ ☐ INTERREG ☐ ERDF ☐ ERASMUS ☐ RRF ☐ other ☐ ☐ National Government Funds ☒ Regional Government Funds ☐ Local Government Funds ☐ Private Sponsorship / Public-Private Partnership ☐ Financial contribution of People using Services ☐ Other, please define:
Links to supporting documents: e.g. project website or report of the practice, articles	https://www.aviiq.be/fr/contrat-dobjectifs
Comments and tips i.e. for people willing to implement your Practice in their service	This is a new approach based on strategic planning within each institution. Active participation and commitment of staff and managers across the sector are essential. We have organized training sessions and webinars, and jointly developed practical tools made available to the sector, including a quality framework for strategic assessments and a platform designed to support the management of six-year grant funding.