



Action Plan for further implementation of the Transnational Lab Strategy to Promote Innovation Structures in the Field of Home Care

O.T1.2 Action plan

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1. Introduction to the Action plan

The transnational EU project "D-Care Labs: Developing Labs to Facilitate Home Care Innovation and Entrepreneurship in the Danube Region" established sustainable interregional innovation structures to enable the creation of innovative home care services and products. Nine regional D-Care Lab innovation programmes offer social entrepreneurs (e.g., social start-ups) and intrapreneurs (social service providers) a space for developing practicable and marketable solutions with the support of various stakeholders (e.g., innovation experts, beneficiary groups, public authorities). By doing so, in the pilot phase of the labs, new and additional solutions were developed addressing the needs of home care beneficiaries (older people, people with disabilities, children with special needs) to have access to high-quality care and enable them to stay in their familiar surroundings. The transnational partnership spreads excellent solutions across the Danube Region. Therefore, the newly formed structure fills an important gap for contributing to the implementation of the European Care Strategy.

Project partners from 10 European countries (Austria, Bosnia and Hercegovina, Bulgaria, Croatia, Germany, Hungary, Moldova, Romania, Serbia, and Slovenia) developed a Transnational Strategy to Promote Innovation Structures in the Field of Home Care. Based on the 12 targets identified in the transnational strategy, the D-Care Lab project partnership first proposes the following action plan for the EU and the international community; secondly, every project partner provided an individual (national) action plan.

We divided the action plan into the following sections:

1. Action plan Europe and the international community
2. Action plan Austria
3. Action plan Bosnia and Herzegovina
4. Action plan Bulgaria
5. Action plan Croatia
6. Action plan Germany
7. Action plan Hungary
8. Action plan Moldova
9. Action plan Romania
10. Action plan Serbia
11. Action plan Slovenia

1. Action plan Europe and the international community

Whereas all the project partners face similar challenges in the field of home care, each country has developed individual solutions. The D-Care Lab project improved interregional collaboration by developing and establishing its transnational innovation program to foster exchange and mutual learning.

The D-Care Labs structure enables implementation of the EU Care Strategy, maintains a vivid dialogue with stakeholders and will continue to lobby for social innovation programs on the EU level.

Based on the 12 targets identified in the transnational strategy, the D-Care Lab project partnership proposes the following action plan for the EU as well as the national governments in the Danube Region.

Targets as formulated in our strategy:

1. Develop new and increase numbers of home care services and products to support the fulfilment of needs in six spheres of life of care-dependent persons in rural and urban areas.
2. Develop new integrated services
3. Develop new digital applications, help to enhance and upscale existing ones to improve home care delivery and support the daily life of care-dependent persons
4. Develop new relief offers and support for informal caregivers
5. Improve and increase preventative measures to avert (early) care-dependency
6. Increase the numbers of care professionals and other alternative support, such as volunteers
7. Empower local communities to develop better support structures for care-dependant people and their relatives in local environments
8. Create spaces for experimentation, where new or improved home care services and products are developed
9. Establish interregional and regional D-Care Lab structures to support social entrepreneurs and intrapreneurs to develop new innovative home care services and products
10. Establish more and better constructive dialogue and cooperation between policy level and social service providers and representative beneficiary organisation
11. Enable interregional-regional community-building and knowledge creation (including dissemination of best practices and allowing local adaptations)
12. Establish an ecosystem of social investment to enable social innovation in home care

Above all, the D-Care Lab partnership recommends countries designate staff within the central government to oversee social innovation. In addition to this central function, innovation funds on both the national and EU level are urgently needed to develop efficient innovation funding structures. This would entail having EU programs targeting social enterprises, local governments, and service providers. EU and national authorities should also create capacity-building opportunities for key stakeholders (any kind of home care service providers) and public bodies (ministries and local governments) on the transnational, national, regional, and local levels. Apart

from building a financial support system and capacities, greater emphasises should be placed on improving and facilitating the knowledge exchange between stakeholders (such as universities, project promoters, partnerships, best practices).

We propose that national governments should support the creation of integrative services by carrying out public administration reforms. Key stakeholders should be involved in the planning process and a permanent dialogue structure should be created to avoid duplications, parallel system financing and financial gaps between systems. Universities and researchers could focus on conducting more comparative studies in EUSDR countries on possible cooperation of health care and social care services. The EU level should treat the problem of missing integrative services as a priority and provide support for programs targeting this issue content-wise and financially.

When it comes to the problem of insufficient use of digital applications in the field of home care, we propose the EU and national level to increase funding opportunities for digital innovations and cooperation with different stakeholders. Flexible systems for piloting digital innovations in home care should be created and a support for learning communities on the national and transnational level needs to be established. Facilitating digital innovation would help reduce bureaucracy through digital care documentation, increase care time spent with the patient, and foster digital social community-building. We suggest bringing companies and start-ups together to create innovations together. It would be desirable to have reliable data across Europe as a prerequisite.

We strongly believe that more awareness should be raised about the burden of informal caregiving. Numerous steps need to be taken to improve the situation of informal caregivers because they play an important role in the home care system. Above all, we suggest that the EU and national levels provide more financial support for informal caregivers, covering all their expenses. Informal caregiving should be considered full-time employment. In addition, more emphasis should be put on training and psychological support of the informal caregivers to enable informal caregivers to balance care with employment and careers.

The EU has several programs promoting active ageing, like EaSI and ESF, and the European Commission clearly treats this topic as a priority. However, we propose that more emphasis should be put on strategy implementation, achieving concrete results, and sharing local initiatives (examples of good practice). The national level should adopt more successful projects and EU initiatives. The national government should also create its own programs for the elderly so that they are able to continue to work if they choose to and have access to health care services and sports and cultural activities. This would enable them to stay in charge of their own lives and to receive the respect they deserve. Older people should be treated as a useful part of the society. The Bosnian Centre for Healthy Aging is an excellent example of how older people can be involved in society.

To refer to the problem of the lack of care professionals and other alternative support, the national level should take steps to increase the social and financial recognition of formal, well-trained professionals in home care services. This would be especially important in Central-Eastern European countries, which are affected by the loss of qualified workforce due to better wages

offered to them in Western European countries. The EU should work on programs to counterbalance this so-called brain drain and develop circulating concepts of labour mobility. National authorities should introduce tighter control over the nursing labour force to prevent the exploitation of the workforce and the fluctuation of the quality of care experienced by many beneficiaries. Alternative ways of support should be put forth that could fill the gaps caused by the low number of nursing professionals. We propose to strengthen the framework of volunteerism. Furthermore, social enterprises should be supported because they could provide high-quality services while paying their employees' fair wages. Promoting the social enterprises could solve the existing problems with for-profit nursing companies.

Examples:

- "Exist" Programm in Germany
<https://www.exist.de/EXIST/Navigation/EN/Home/home.html>
- "Gründungszentrum"; Impact HUBs, different prizes in Austria
<https://www.wu.ac.at/en/starting-up/network/partner>

We recommend allocating funds for providing learning opportunities for entrepreneurs and intrapreneurs in regional social innovation networks via scholarships and training subsidies. We believe that the D-Care Lab network should serve as a model for future social innovation labs and that the D-Care Lab structures should be recognised as community interest structures (non-profit structures).

The D-Care Lab structure has been developed with the aim/vision/mission of fostering social dialogue. The partnership proposes assigning more binding power to the result of social dialogue. This would entail creating spaces and occasions to discuss topics besides formalised communication, policy-making structures, and conferences. "Participation Days" could be organised (to bring NGOs and other stakeholders together). All actors should be included (also smaller NGOs and other stakeholders) in the social dialogue, and structures should be created in which smaller and medium organisations would be automatically engaged as well.

Example:

- Social Entrepreneurship dialogue in Germany (policy dialogue with welfare organisations) <https://www.send-ev.de/>
- Participation Day <https://capacitycooperation.danube-region.eu/participation-day/>

To enable interregional community-building and knowledge creation, cross-border cooperation should be encouraged (including the support of new cross-border institutions/organisations). More programs and incentives should be created to promote and support interregional knowledge sharing and capacity building. It would be advisable to incentivise regions with similar levels of development and challenges in the field of home care to engage in interregional collaboration.

As a key learning and result of the D-Care Labs project, we suggest that the institutions of the EU recognise the advantage of setting up D-Care Lab models all around Europe because, as part of the project, the partnership worked on the methodology of establishing ecosystems of social investment. The EU and national levels should acknowledge the importance of social investment and provide financial incentives to motivate companies, banks, and investors to engage more in this mode of investing. Finally, more capacity-building programs are needed for key stakeholders.

2. Action plan Austria

Accomplishments

The D-Care-Lab Vienna has developed the following national action plan based on the 12 goals of our Transnational Strategy. (Caritas Vienna has implemented an Intrapreneurship LAB and therefore has slightly different prerequisites for the action plan compared to the other D-Care Lab project partners).

First, we would like to show what we have achieved so far:

We have set up an Intrapreneurship Lab within Caritas Vienna as part of the project. In a one-year process, we worked together with 16 internal and external partners along a design thinking process on different challenges of care at home. The partners came from university, technical, social, and innovative contexts. We started this process with three central challenges and could present three prototypical support offers after the first four months.

With these three prototypes, we then started into a Caritas internal decision phase, as we only had the possibility to enter the product development phase with one solution. It was of crucial importance to collaborate with other social care providers in this process. Since we all have similar challenges in the area of care at home and can make use of synergy effects. In our case, the decision was made to offer a space that would counteract the loneliness of older people. This room is called Kuckuck and is currently in a larger test phase. There are already several possible interfaces with other working areas of social services and care, for example, with people with disabilities, which we are trying to make use of in our intralab.

Not only have we been able to develop and expand a very important offering here, but we have also been able to learn a great deal by establishing the lab as an organisation. On the one hand, these learnings are in product development, but also in setting up processes and, finally, in establishing collaborations. We are trying to integrate this into future innovation processes as best we can. But also to share our know-how in the community.

Future plans

Caritas Vienna would like to continue working on the goals set out in the D-Care Lab transnational strategy.

We continue to plan innovation labs where we can work directly on solutions/offers for the needs of our target groups. For example, initial findings have already been incorporated into our Caritas internal innovation process (Caridee).

Furthermore, we will focus on those topics that are important for bringing innovation to the home care sector:

- We are in regular exchange with other institutions, especially with universities, but also with other social institutions and try not only to ensure the transfer of know-how but also to use synergies.
- Our goal is to continue and, above all, to implement these new and innovative services as well as possible with public funding.
- Sustainable financing and implementation of offers are the topics we are currently working on centrally. This is also much more successful in cooperation than alone.
- It is particularly important to us to evaluate our processes accordingly to have as many learnings as possible in iterative loops.
- Another task is to raise awareness on the need for new innovative solutions on the part of politicians. To this end, it is important to actively participate in political and socio-political discussions. It is also important to look beyond our national borders and to learn from all sides.

3. Action plan Bosnia and Herzegovina

Accomplishments

In Bosnia, home care – and with-it home care innovation – is currently a highly complex topic for service providers and beneficiaries. A lack of structure and a large pool of complex regulations and laws make it difficult to provide adequate care to those in need. Technologies and systems are often too difficult to understand for beneficiaries as well as for caregivers. More training and easily understandable devices and systems are needed to counteract increasing complexity. An example is the advancing digitalisation of the older population, a movement that proves its usefulness and necessity in the daily lives of beneficiaries

As a part of the Transnational Lab strategy, in the country report for Bosnia and Herzegovina, six targets were identified, and the following national action plan was prepared:

Investment in innovation is essential if Bosnia and Herzegovina want to ensure a decent life for all persons in need of care. Extensive measures are needed to address the current situation in terms of:

- 1) raising care allowance levels
- 2) improving the capacity and affordability of residential facilities
- 3) expanding home care and community-based services
- 4) integrating health and social care services
- 5) providing support to informal carers; and
- 6) developing prevention and rehabilitation measures for active ageing.

First, we will list what we have accomplished, and then we will describe how we envisage future work within D-Care Lab Bosnia.

As part of the D-Care Lab project, Mozaik Foundation established the D-Care Lab to function as a social innovation lab. In the Bosnia Lab, we have incubated seven successful home care

innovations, and some other innovations are in the planning phase. D-Care Lab Bosnia established a so-called Social Innovation Night.

Bosnia is still transforming into a fully-fledged market economy. Much investment, awareness, and trainings are needed to allow social entrepreneurship to flourish within the country. The Mozaik Foundation provides these opportunities to young, aspiring entrepreneurs, and this project is one means of empowering social entrepreneurs and intrapreneurs to lead the way in social innovation towards better home care for the older people of Bosnia.

Currently, the changes in home care that Bosnia needs most, according to Mozaik, include a rise in care allowances, a rise in the capacity and affordability of nursing homes, more homecare and community nursing, integration of health and social care into home care, support for informal carers, and services for prevention and rehabilitation for active ageing. New models of home care service providers need to focus more on enhancing autonomous coordination among caretakers and promote a "holistic, person-centred approach". Holistic and integrated homecare structures should meet extensive requirements to fulfil the needs of the older population, such as "proper medical therapies and support for body hygiene (basic needs), provision of adequate home facilities to prevent falls (security needs) and measures to enable social inclusion of needy people into the local community (social needs).

When it comes to community care, the holistic person-centred approach is deeply ingrained in the practices of Healthy Ageing Centres in Bosnia. While strictly not home care, the Healthy Ageing Centres present a promising model with numerous principles and processes worth noting and emulating in future homecare innovation. Besides physical health, mental and social well-being are also crucial contributors to the holistic well-being of an ageing population. A social innovation from Bosnia is the Healthy Ageing Centre (HAC), with multiple established in the country, including a major one in Novo Sarajevo in 2016. The Healthy Ageing Centres were set up by the NGO Partnership for Public Health for more than a decade with support from the United Nations Population Fund (UNFPA), serving as a preventative medical approach by reducing the risks for numerous diseases through promoting a better quality of life for older populations. They facilitate social engagement for the older population and promote cultural and creative group activities as well as courses to spread knowledge on the topic of healthy ageing. In a study by Keck on behaviour changes concerning participation in these centres, HAC members were less likely to report feelings of loneliness compared to their non-member's peers, experience increased satisfaction in both their friendships and family relationships, engage in an increased practice of healthy habits (i.e. diet and exercise), while also benefiting from an increased chance in survival over the next seven years due to their associated lifestyles – all prerequisites of promoting health, happiness, and longevity.

Furthermore, through the care and supervision provided by the centre, informal caregivers including the beneficiaries' families are free to follow different occupations whilst not having to worry about the needs of their loved ones is not met. As the COVID-19 pandemic ravaged the globe, the summer of 2020 in Bosnia saw less than 15% of the total confirmed cases of infection amongst the older populations with age groups of 65+, where fatalities are more frequent. Luckily, even here, the HACs have provided stimulation, relief, and social contact throughout the

difficult past year, making it a highly adaptive model of social innovation that incorporates the following criteria: low complexity in implementation, a relative advantage over existing procedures in its region, high trialability, instant observability of its effects and high compatibility with the needs and values of the beneficiaries.

Future plans

The Mozaik Foundation would like to continue working for the targets set forth in the D-Care Lab transnational strategy and further implement innovation programs to support home care innovations. We plan to continue organising regular social innovation nights for partners in Bosnia and Herzegovina at least twice a year.

Special attention must be paid to the issue of the integration of the social and healthcare systems. By doing so, the cooperation between the two sectors could be made more efficient and better-quality services could be provided. In parallel with the reform of the formal care system, family members must be included in the care system and supported – in the forms of training, emotional and financial support. Prevention with a special focus on centers for healthy ageing concepts, must be applied comprehensively in the field of care.

Mozaik will continue raising awareness on home care social innovation among local governments, country government institutions, civil society organisations, UN agencies in the country such as UNFPA, WHO, and UNICEF and, very importantly, social investors.

4. Action plan Bulgaria

Accomplishments

The Bulgarian LabSI is one of the newcomer labs within the D-Care Labs project. As the FSSB is in essence, a network rather than an 'umbrella' of its member organisations and was established for members' benefit, it seemed important for the LabSI to focus on a target group of the social professions (intrapreneurs). In the face of the Lab, we have acquired a new structure to operate in the area of ideas and solutions to social challenges, especially those concerning fieldwork and affecting helping persons on the one hand and the design of the home care on the other.

The pilot cycle on innovation in the home care sector ended with having 7 innovative ideas/solutions at different stages of development and 16 participants qualified and certified in entrepreneurial competencies.

Further development and acceleration

The top 3 innovative solutions have the potential to develop and accelerate into transformative innovations. They are themed around the keyword "control".

"Empowerment through Movement" (Taking Back Control): The team addressed the issue of care dependency of lonely elderly women. They identified that the key to lasting functional

independence and control over one's own life was curative exercising with an individual professional therapist. And since the service cannot be made accessible on an everyday basis, the team came up with a smart solution with an App for physiotherapists, where they could design customised routines. We have partnered for a platform for the customers to run them on and a business model for engaging socially responsible businesses - to enrich their social work package for their staff and to ensure that the service can be provided to senior parents of their employees, who live on their own in a different town.

"Telecare" (Remote Control): The team designed a telecare in-home service for rural areas in Northwest Bulgaria. The team provides two target groups with the opportunity to be helpful to each other – long-term unemployed young people (so-called NEETs) and elderly, lonely living persons. The last ones are supported by the NEETs to undertake a remote medical, legal or other consultation via live online connection with a professional and to assist in preparing the required application forms or paperwork before being driven to the site in the city if it is required to do so. The franchise for volunteer action in urban areas (mobile services for poor, lonely living persons) was developed as part of our pilot cycle. As a next step, it should be diffused and tested in other communities/areas. Piloting the franchise volunteer model in other urban areas is based on the cooperation and the support of local municipalities.

"Supportive Decision-making Network" (Shared Control): The team worked on the job design of the social facilitator who would work with both the person with disabilities and the parent as well as on a procedure (protocol/script) for the first visit to such a professional. They used storytelling and real cases to promote the supportive decision-making network model. The team prototyped interactive videos where the viewer could try and make difficult choices instead of the family, for example. Their organisation possesses a YouTube channel called "Chaika TV", and the establishment of an independent social-social media/online TV to promote the value of social work could inspire telling success stories and achievements, raising awareness about urgent issues, seeing their clients as starring actors, and expanding support networks. The team in Varna, with their "Chaika TV" is developing so-called interactive videos to promote the value of social work for people with disabilities. The LabSi team will further support the development of the videos.

Based on the experiences within the pilot cycle, the LabSI team in the medium term will try to engage and connect young professionals (students, freelancers, etc.) to elaborate and support the developed ideas of the social intrapreneurs. One possible way of doing it is in organising so-called Hackathons in collaboration with Universities, IT companies, etc. One of our teams in DIMOVO (Northwest Bulgaria) developed a solution for telecare for elderly, lonely living people in rural areas supported by young unemployed volunteers (so-called NEETs) – it is an integrative solution providing both social and medical care. The proposed innovative solution needs to be tested and supported by local authorities, especially in rural areas. The idea is to involve and cooperate with the National Association of Municipalities in Bulgaria in the next step and present such pilot initiatives for their members.

LabSi team in Bulgaria supported the development of 2 digital solutions ("Empowerment through Movement"- App and Telecare in Rural areas). In 3 cases, a digital component was part

of the solution. The FSSB signed a Memorandum of Understanding with Bulbera Ltd. – a leading innovative IT company, which is currently operating the JoinedInCare online platform and developing an App "Care". The promotion of the developed exercises based on the database (platform JoindInCare) is a midterm action to diffuse the solutions via various channels (local Cable TV operators with main customers from the target group, senior clubs, etc.)

Further support for local solutions

The team of Foundation "Dobrovolcite" ("the Volunteers") / Non-formal group of volunteers at "Alexandrovska" Hospital – Sofia/ identified the problem of mobilising voluntary manpower for social causes. Their innovative solution is to develop a franchised brand for the neighbourhood town communities to provide mobile social services for poor people (hot meals, clothes, basic medical and social support), and the networking of donors with volunteers, helpers, and other supporters. Based on the experiences and work of the Foundation "Dobrovolcite" the LabSI team will try to support them in their further elaboration of their organisational model and franchising it to other volunteer groups/communities, mainly in the Church context to provide basic services for poor and lonely living persons in urban areas (like cleaning, washing, cooking, etc.)

One of our team participating in the Lab began to design a tool for performance feedback and a system for maintaining a database on caregivers' level of competence and customer satisfaction on which to base their hourly rate. Such an internal rating system would reduce tensions between employees and undercutting, as caregivers sometimes tend to do. The development of a rating system (online platform) for formal and informal caregivers (nurses, freelancers, etc.) shall be further elaborated and promoted as a solution to raise the quality of work and introduce common professional standards.

The LabSI team developed a tool to measure the competencies and level of innovation potential within the organisation based on the EntreComp model. The Tool for measurement of competencies and innovation potential shall be further developed and tested in various contexts. Based on that, a Report tracing the trajectories of development according to the organisational profile will be introduced.

Networking & Policy Dialogue

Memorandums of Understanding were signed with the University of Ruse, the Institute of Philosophy and Sociology, BAS and Bulbera Ltd.

Based on the experience in the pilot phase of the Lab, FSSB will further promote the establishment of support structures and networks, such as Alliance of Labs and a CSR/matching-making model for businesses and social service providers.

The LabSI team organised a series of round tables (in Sofia, Varna, and Ruse) with various stakeholders on a national and regional level as well as a Policy dialogue panel talk of the LabSI participants with the deputy director of the Agency for Social Assistance (ASP), Mrs Maya Vasileva ASP. This was preceded by a thorough mapping of the policy debate with desktop research and analysis identifying consensus and cleavages between the political parties and conducting semi-structured interviews with experts and practitioners from the social field.

Future Plans

In midterm, the FSSB plans to continue regularly to organise round tables across the country with specific topics important for the local communities and/or member organisations of our network.

We are planning on a regular basis also to have briefings with policymakers as well as actively participate and present our issues at public events. Some of the challenges we've identified are the need for regulation changes in certain laws such as the Prohibition law, the social and solidarity economy law, etc.

On our regional round tables, we presented the European Care Certificate (ECC) as a good practice of our Centre for Vocational Training "St. Methodius". ECC is a good example and model established through the involvement of a pan-European partner network some years ago. It is a tool for basic competence training and licencing for care persons, allowing them to work across Europe.

We are planning in midterm to invest in the following activities:

- Cross-border cooperation (Romania, Serbia)
- Exchange between social service providers in the border regions
- Academy for social entrepreneurship (SEA) in border regions
- Promote the European Care Certificate

LabSI team is part of the Reach for Change Foundation "Valley of Growth" initiative – a series of webinars on Social impact investments and Social banking in Bulgaria. We are planning to pilot SIBs on the local community level.

5. Action plan Croatia

Accomplishments

Based on the 12 targets identified in the transnational strategy, D-Care Lab Croatia proposes the following national action plan. First, we will list what we have accomplished, and then we will describe how we envisage future work within D-Care Lab Croatia. It was established by the project partner ACT Group, with support from the academic project partner PFZG.

As a part of the D-Care Lab project, ACT Group established a Social innovation lab in Čakovec (northern Croatia) called the Centre for Social Innovation.

The Center for Social Innovation is a support program for social service providers and social enterprises. CSI also offers mentoring services for the development of innovative solutions as well as support for innovators in the realisation of ideas through the incubation programme.

The goal is to support social service providers to become sustainable impact organisations to increase the quality and variety of social services in the long term and, reduce the workload of

social service providers, improve the health and psychophysical status of direct users of social services.

Within the Lab, we created bridges of communication between experts from the medical and social fields. We have mapped social investment stakeholders in Croatia. PFZG provided knowledge-based support to the ACT Group as an implementer of Social innovation labs in Croatia.

Our main results are:

- A newly established structure in the form of a regional D-Care lab that encourages intensive cooperation between key stakeholders in the field of home care and generally social services
- Successful completion of 2 lab cycles
- A business partners network of about 15 local stakeholders
- 8 innovation teams which developed social business models and innovative solutions
- PFZG provided expertise on social innovations in the research and policy perspective
- A strengthened network of key stakeholders coming from the government, service providers, social entrepreneurs, and strengthened commitment of the key stakeholders in improving home care services and improved cooperation between stakeholders, as well as an improved financial and policy framework for developing social innovations

Future plans

ACT Group will continue with its mission to support the development of the social economy ecosystem in Croatia through programs for different forms of social economy organisations and actors, donors, and investors. From the year 2022, the Centre for Social Innovation became a permanent support program in the ACT Group service portfolio, thus providing support and networking for current and future lab participants.

PFZG will continue to be a recognisable academic partner in the broader fields of social policy, social services, social innovation, and social entrepreneurship. PFZG will especially focus on research and advocacy activities and strengthen cooperation between academic and professional stakeholders. We will foster transdisciplinary research that would connect the academics (from different fields – gerontology, nursing sciences and social policy) and service providers and provide opportunities for cross-border knowledge sharing. We will continue advocating for the Europeanization of Croatian social policy as well as policy processes, namely, by active promotion of the EU social pillars Action plan and other policy initiatives regarding home care among the Croatian policymakers and the professional community.

To sum up, in the long term, we would like to concentrate on the following topics and activities:

- Social Innovation lab will continue to support new participants but also existing service providers with mentorship and counselling
- Proceed with the efforts to be a knowledge hub about social entrepreneurship and social innovation in Croatia regarding knowledge creation and education

- Conduction of action-oriented research on social services in general, home care services and caregivers, active ageing, social innovations in social care, as well on social entrepreneurship
- PFZG will integrate research and education (formal and nonformal), for example, by developing service-learning modules, with the aim of providing better support structures for care-dependent people. We will also introduce topics related to digital social innovation in the curricula
- Provide expertise and advocate for policy reforms addressing the issue of the status (and lack) of professional and informal caregivers. We will also advocate for greater integration of healthcare and social care services
- Provide support to regional D-Care Lab structures (for example, by providing evaluations and impact measurement)
- Advocate for the opening space for experimentation in the social policy field (by engaging with policy actors and contributing to framing policy documents)
- Track and evaluate the use of public and European financing of social services and make policy recommendations
- Advocate the development of social investment infrastructure outside the public funds
- Advocate for the reform of the national legislative and financial framework for financing the services

6. Action plan Germany

Accomplishments

The first German innovation program for home care and community-based solutions D-Care Lab Baden-Württemberg, was established in the framework of the EU project "D-Care Labs: Developing Labs to Facilitate Home Care Innovation and Entrepreneurship in the Danube Region". The D-Care Lab BW is run by Grünhof social innovation lab and Diakonie Baden-Württemberg. Grünhof considers itself a Think and Do-Tank and offers a platform for the start-up culture, social-ecological entrepreneurship, and economy for the common good at three locations in Freiburg. The Social Innovation Lab provides professional social innovation support, consulting, events and coworking spaces. The Diakonie Baden-Württemberg are two umbrella organisations (Diakonie Baden, Diakonie Württemberg) which cover about 2.500 member organisations with 87.000 employees. The field of care is one important area of social service provision of diaconal members. The Diakonie Baden-Württemberg represent the interests of its members vis-à-vis local, regional, and national politics, social welfare agencies, care and health insurance and the public. They advise their members in professional, economic, and legal matters, coordinate further education and training programs, support social innovation processes as well as further development of contemporary forms of work.

The D-Care Lab BW provides a space for experimentation and professional social innovation accompaniment for social service providers, local public institutions, volunteering initiatives and social entrepreneurs in Baden-Württemberg. The teams consist of at least two different types of

organisations (e.g., local public institutions and social welfare providers). During the program, the teams develop new solutions to urgent challenges in the home care sector (see Transnational Strategy targets). The innovation program includes a series of workshops that support processes of problem exploration, the development of new ideas and testing of prototypes, social business modelling, and the conceptual design of marketing strategies and iteratively enhances these elements through constant peer review and a pitching challenge. The program also supports the development of innovation cultures in participating organisations.

Further, the innovation teams receive individual professional support and gain plenty of opportunities to exchange and network with other stakeholders in the area. In this way, a lot of synergies are created. In the pilot phase, 16 innovation teams participated in the program and developed 16 home care innovations in various fields of the strategy targets 1 – 7, e.g., target 1 improved home care services, target 3 digital applications, target 7 empower local communities.

In the framework of the EU project, a regional partnership consisting of important public and private players in the field of home care was established: Ministry of Social, Health and Integration Baden-Württemberg, the Baden-Württemberg Associations of Local Communities, Cities and Counties, Municipal Association of Youth and Social Affairs Baden-Württemberg (KVJS), the Care Insurance AOK BW, the Association of Independent Social Welfare Organisations BW (LIGA), the foundation Korian Stiftung. The partners supported the implementation of the pilot test of the D-Care Lab BW. They supported application processes, communication, and dissemination activities. Moreover, they help teams with their professional expertise. Several of them are involved in public policy processes of different political levels. The partnership also supported the development of a sustainability strategy of D-Care Lab BW after the project end. A follow-up project D-Care Lab BW is financed by the Ministry of Social, Health and Integration Baden-Württemberg (co-financing of 90 per cent) and by Foundation Korian Stiftung (co-financing of 10 per cent). During the EU project with mapped further social investors and started to establish communication and collaborations with further social investors to also support the sustainability of the home care innovations themselves. Anyhow, the tandem innovation team constellation proved to be successful for the development and further implementation of home care innovations.

Moreover, the strategic EU project also induced the foundation of a new department, "Innovation and Sustainability", at Diakonie Baden. In this way, the initiative did have an impact on organisational development and future focus areas.

Future Plans

The partners plan to continue to work together in the following areas:

- (1) To secure the care of people in need of care today and in the future, the D-Care Lab BW offers an experimental space for different kinds of actors in the field of home care (two new lab cycles are already financed). To secure the supply of care-dependent persons, different private and public actors need to be mobilised. A follow-up innovation program after the incubation phase needs to be developed to further accompany the implementation and scaling of innovative solutions in home care and community-based services.

- (2) Innovation teams need financial resources to be able to implement their new solutions. The D-Care Lab BW's innovation team of service providers and potential service providers (e.g., municipality, district, long-term care insurance fund) has proven its worth. The Baden-Württemberg "Innovation Pflege" programme is an important funding opportunity for model projects. The remaining funding landscape is rather fragmented; programmes such as Innovation Fonds by the federal government only fund the final phase of innovation processes (here above all evaluation research). Innovation teams need funding programmes that allow open and experimental designs. Our vision for what we lobby in the forthcoming years: In the future, service providers will receive an innovation budget via the refinancing system to develop new sustainable and fundable solutions.
- (3) Making model projects / innovative solutions permanent can be a challenge if the solution cannot be made permanent through existing framework agreements with service providers or if there is no alternative long-term financing. Therefore, it is the aim of an interdisciplinary project group, "Consolidating Model Projects" (part of follow-up funding of the D-Care Lab BW) to deal in a concerted manner with the question of how this can be achieved, e.g., which criteria can be developed for the evaluation of model projects (e.g., for long-term care insurance funds).
- (4) Learning from each other in Europe - we have similar problems and develop our own solutions everywhere. We want to learn more from our D-Care Labs partners.

Sum up, we successfully established a regional D-Care Lab structure, which allows new ways of innovation and collaboration.

7. Action plan Hungary

Accomplishments

Based on the 12 targets identified in the transnational strategy, D-Care Lab Budapest proposes the following national action plan. First, we will list what we have accomplished and then we will describe how we envisage future work within D-Care Lab Budapest.

As part of the D-Care Lab project, TÖOSZ has established the D-care Lab Budapest to function as a social innovation lab. In the Hungarian Lab, we have incubated 6 successful home care innovations and some other innovations are in the planning phase. In addition, D-Care Lab Budapest has set up an Elderly Care Network in the framework of which TÖOSZ has organised bimonthly online conferences for local governments focusing on the legal framework, best practices, and funding opportunities of home care solutions. These online conferences also serve the purpose of calling attention to the topic of active ageing, which could avert early care dependency.

TÖOSZ has also managed to create a support network for the D-Care Lab project in the form of synergies with other Interreg projects like D-Care and HoCare and Finance for Social Change. TÖOSZ is about to sign a cooperation agreement with TINLAB which is a project sponsored by

the Hungarian government with the aim of facilitating social innovations. By promoting the D-Care Lab project at events where government and beneficiary organisations are present, TÖOSZ has attempted to initiate social dialogue about the importance of home care. We are in contact with the relevant ministries, and they are also involved in the project as ASPs (Ministry of Culture and Innovation, Ministry of Interior, Ministry of Human Resources and NSZI).

As the Hungarian partner, TÖOSZ is an association of local authorities, the empowerment of local communities has always been emphasised in its projects. Especially in the case of villages, any innovation is only possible if local communities join forces. Out of the 6 innovation projects in the first cycle of D-Care Lab Budapest, one team is working on facilitating better cooperation between health and social care services. 3 innovation projects represent digital solutions while another team has embarked upon founding a training centre that would support informal caregivers.

What the participants representing local municipalities have really struggled with in the Hungarian Lab is that in the public administration, there is no room for experimenting and failure. There is still a lot to do when it comes to sowing the seeds of change and innovation in the Hungarian public administration.

When it comes to the problem of interregional cooperation, TÖOSZ maintains good relations with the Austrian, Czech, Croatian, Slovakian, etc associations of local municipalities, so there is an opportunity for the exchange of best practices and knowledge sharing. We have invited these associations to the Hungarian closing event of D-care Lab, and we are planning common international projects with them. On the advisory board of D-Care Lab Budapest, there is a social banker (UniCredit) represented; he is already in negotiation with one of the innovation teams from D-Care Lab Budapest.

Future plans

TÖOSZ would like to continue working for the targets set forth in the D-Care Lab transnational strategy. We plan to maintain the Elderly Care Network as it fulfils its role in creating a support network for the D-Care Lab Budapest. By inviting local municipalities, experts, social service providers and government officials to its online conferences, a social dialogue is initiated. We plan to further promote the D-care Lab model by introducing the method at events where the government level is present. As part of the D-Care Lab, we are also creating an online platform that local governments could use to access social innovation materials and share best practices with each other.

By maintaining the Elderly Care Network, TÖOSZ has a channel through which the problems originating from the lack of integrated services, digital solutions and support for informal caregivers could be highlighted and explored.

To sum up, in the long term, we would like to concentrate on the following topics:

- Special attention must be paid to the issue of the integration of the social and healthcare systems since, with the cooperation of the two sectors, more efficient and better-quality services could be provided
- In parallel with the reform of the formal care system, family members must be included in the care system, and they must be provided with support – in the forms of training, emotional and financial support
- Prevention must be applied comprehensively in the field of care
- It would be important to address the challenges of dementia with special services and facilities

TÖOSZ has other projects as well - the Technical Support Instrument project that is being realised in cooperation with the Council of Europe. The TSI project will focus on improving the financial planning of local governments, and this way, it will contribute to a better understanding of the cost of home care services. TÖOSZ plans to advocate for the reform of the national legislative and financial framework for financing home care. Besides the TSI project, the maintaining of the D-Care Lab Budapest will offer us the chance to cooperate with other regional local associations.

Our main mission is to teach and educate local governments about innovation and social investment opportunities.

8. Action plan Moldova

Accomplishments

Based on the 12 targets identified in the transnational strategy, D-Care Lab Moldova (AGAPEDIA) proposes the following national action plan. First, we will list what we have accomplished and then we will describe how we envisage future work within D-Care Lab Moldova.

As part of the D-Care Lab project, Agapedia Moldova has established the D-Care Lab Moldova to function as a social innovation lab.

In July 2021, Agapedia Moldova launched the first Social Innovation Lab in the field of home care services in Moldova. Starting with the design phase of this project but clearer during the implementation period, we realised that communicating about social innovation, labs or different social innovation methods and tools such as design thinking, Canva business model, business plan, pitch or social investment is quite challenging. We addressed questions like: How can we communicate the social innovation lab concept? How can we attract lab participants open to innovation and willing to innovate? How do we design the lab program so that it is motivating for participants to stay the entire lab cycle? How can we have an impact that justifies the human, financial and time resources needed for this approach? How can we design a sustainable social innovation lab with potential investors and the donor community?

Following our call for applications, 24 persons were interested in the Dedication Social Innovation Lab program. Mostly intrapreneurs, persons with experience in the social field from relevant NGOs, local public authorities (Ministry of Labor and Social Protection), home care providers and

experts from the field. Due to the pandemic, the lab's activities were implemented in a hybrid model (offline and online meetings) with the use of innovative methods and tools such as design thinking, business Canva, Miro, mentoring and networking.

Our main results are:

- A newly established structure in the form of a regional D-Care Lab that encourages intensive cooperation between key stakeholders in the field of home care services.
- Successful completion of a Lab cycle, an iterative and experiential learning process and tested innovative home care solutions using the Design Thinking tool so that social service providers implement better and innovative home care
- A network of different representatives of relevant stakeholders from private, public and academia sectors
- 4 innovative home care solutions in the field of home care services were developed and tested in the lab People working in the field of home care (home care service providers, social workers, medical workers) participate in the Social Innovation Lab
- Representatives of central and local public authorities in the social field (Ministry of Labor and Social Protection, Municipal Directorate of Social support) and representatives of the university environment and of research (students, lecturers, etc.)

Future plans

For Moldova Agapedia Foundation will continue to be an innovative organisation established by national communities, facilitating the creation and development of sustainable social businesses through facilitated, iterative social innovation and social entrepreneurship based on experiential learning, prototyping, and testing of new solutions with the aim of improving social services, especially home care.

Our strategic aim is to connect the social sector with other sectors and communities and facilitate their collaboration to contribute to the sustainability of social organisations and the development of social services.

We plan to continue activities in the Dedication Social Innovation Lab in the frame of our mission of facilitating the process of innovation and development of ideas, services, and models through which social challenges can be better addressed, with the participation of public and private actors and supporting Ministry of Labor and Social Protection.

Agapedia Moldova will continue our contribution to increase innovation through collaboration between public, private, and assistive partners.

To summarise in the long term, we would like to concentrate on the following topics:

- Special attention must be paid to informal care. Informal care is the biggest form of home care services in Moldova

- Enable the elderly and equip them with digital competencies so they can be more independent in organising their daily lives (communication with family, managing appointments, pay bills, shopping, etc.)
- Continue to communicate and promote social innovation in home care
- Educate students and teachers from relevant universities in social innovation and innovation tools and methods
- Empower and educate local public administrations in their role of social inventors so that home care service provision can increase
- Empower social service providers or social service practitioners to think outside the box, innovate and think and implement better home care solutions

9. Action plan Romania

Accomplishments

Based on the 12 targets identified in the transnational strategy, D-care Lab Romania (Dedication Social Innovation Lab) proposes the following national action plan. First, we will list what we have accomplished, and then we will describe how we envisage future work within the Dedication Lab.

In May 2021, the Federation of Social NGOs of Transylvania launched the first innovation lab in the field of home care in Romania. Starting with the design phase of this project but clearer during the implementation period, we realised that communicating about social innovation, labs or different social innovation methods and tools such as design thinking, Canva business model, business plan, pitch or social investment is quite challenging. We addressed questions like: How can we communicate the social innovation lab concept? How can we attract lab participants open to innovation and willing to innovate? How do we design the lab program so that it is motivating for participants to stay on board for the entire lab cycle? How can we have a meaningful impact that justifies the human, financial and time resources needed for this approach? How can we design a sustainable social innovation lab?

Following our call for applications, 32 persons were interested in the Dedication Social Innovation Lab program. Mostly intrapreneurs, persons with experience in the social field from relevant NGOs, local public authorities, and psychologists. Due to the pandemic, the lab's activities were implemented in a hybrid model (physical and online meetings) with the use of innovative methods and tools such as design thinking, business Canva, Miro, mentoring, networking, and pitching that were constantly adapted.

Our main results are:

- A newly established structure under in the form of a regional D-Care lab that encourages intensive cooperation between key stakeholders in the field of home care.
- Successful completion of a 9-month lab cycle, an iterative and experiential learning process

- A network of about 250 representatives of relevant stakeholders, an online community actively involved in our activities
- 6 innovation ideas in the field of home care developed and tested in the lab: Innovation team 1 - White Cane Association - Sensory Awareness Museum, Innovation team 2 - Home Care Team Sport for seniors through online platforms – WhatsApp, Innovation team 3 - a socio-medical complex where they can request integrated home care services, Innovation team 3 - Diakonia Christian Foundation Sfântu Gheorghe with senior Connection point, Innovation team 5 - Modern care with the family psychologist, Swan Center, Innovation team 6 - Diakonia Christian Foundation/ Baraolt social-ecological laundry.

Future plans

For FONT (the Federation of Social NGOs in Transylvania), our vision is to be an innovative organisation, well anchored in local communities, facilitating the creation and development of sustainable social businesses through facilitated, iterative social innovation and social entrepreneurship based on experiential learning, prototyping, and testing of new solutions with the aim of improving social services, especially home care.

Our strategic aim is to connect the social sector with other sectors and communities and facilitate their collaboration to contribute to the sustainability of social organisations and the development of social services.

We plan to continue activities in the Dedication Social Innovation Lab in the frame of our mission of facilitating the process of innovation and development of ideas, services, and models through which social challenges can be better addressed with the participation of public and private actors.

With the support and mentoring provided by the Dedication Lab through its focus on innovation and collaboration we foster innovation of social service organisations, especially home care.

We contribute to the increase of innovation, collaboration between public, private, and civil society actors and the development of an entrepreneurial spirit. The current large gap between the needs in home care and the supply in this area will be reduced.

To sum up, in the long term, we would like to concentrate on the following topics:

- Special attention must be paid to informal care. Informal care is the biggest form of home care provision in Romania. We need awareness on the topic and legal provisions for supporting informal caregivers. Family members, neighbours or the extended informal care network must be included in the care system, and they must be provided with support (specific training, emotional and financial support)
- Enable the elderly and equip them with digital competencies so they can be more independent in organising their daily lives (communication with family, manage appointments, pay bills, shopping, etc.)
- Continue to communicate and promote social innovation in home care

- Educate students and teachers from relevant universities in social innovation and innovation tools and methods
- Empower and educate local public administrations in their role of social inventors so that home care service provision can increase
- Empower social service providers or social service practitioners to think outside the box, innovate and think and implement better home care solutions

10. Action plan Serbia

Accomplishment

Based on the 12 targets identified in the transnational strategy, MODS Social Lab proposes the following national action plan. It lists what was achieved during the MODS Social Lab and the next steps based on that.

MODS Social Lab focuses on the issue of lack of support for the increasing number of children in the social protection system, more precisely, the fulfilment of the right of every child to live in a family. There is a need to develop family support services to prevent separation and support the return of children in their primary families. These services are supposed to connect different systems and actors and provide integrated support, including taking care of the welfare of both children and families and improving different aspects of a child's development and life (e.g., inclusion in education, early development, health care).

The following results were achieved:

- The Social Lab training program for the development of innovative social services for children with disabilities is developed
- Introductory training module (training modules consisted of 6 workshops) within the Social Lab delivered for two groups of organisations – each group consisted of 5 organisations with 10 social intrapreneurs
- Advanced training module (training modules consist of 6 workshops) within the Social Lab delivered for one group of organisations – group consisted of 5 organisations with 10 social intrapreneurs
- Each of 10 innovation teams developed innovative social ideas that contribute to the quality of life of families with children with disabilities
- MODS established a network of associates from different sectors – non-for-profit, public sector, corporative sector, and university
- MODS established collaboration with counterparts from the Danube region
- MODS identified and mapped social investors at the national level

In D-Care Lab MODS, we developed 10 concepts for social services that aim to prevent the institutionalisation of beneficiaries: family separation, taking children from families and placing them in institutions. The Lab participants recognised resources in the local community that could be activated e.g., students at the universities and vocational schools that need practical experience, and elderly people as resources for single families (in addition to this,

intergenerational solidarity is promoted). MODS presented the D-Care concept to stakeholders at the national level, to the Republic Institute for Public Policies, to the Ministry for Social Welfare. MODS is part of the Working Group for drafting an Action plan for Deinstitutionalization in Serbia established by Ministry for Social Welfare.

MODS is regularly preparing contributions to the Delegation of the EU in Serbia about Serbia's progress in the EU integration process. We will be emphasising the need of enhanced deinstitutionalisation in Serbia to improve services that support living in family settings (services for home care and community-based and integrative services) and the need for innovative solutions in this area.

Future plans

- Establish a group for social innovation at the government level – the group would support innovations in the field of social welfare, education, and health; to support innovations that would result in qualitative integrative services that will enable beneficiaries to stay with the family and in their local community.
- Establish a budget line for earmarked transfers for social innovation that would support beneficiaries, families with children with disabilities, elderly people, and people with disabilities to live in the family, to prevent institutionalisation of children and people in need, to support them to live in the local community.
- MODS is advocating for changing the Law on Social Welfare, which should improve the concept of social and medical integrative services; make it flexible, earmark the budget and decide about clear accountability for the establishment and financing of such services
- MODS is advocating a national strategy for deinstitutionalisation which should include digital innovations, smart houses, smart solutions for the independent living of persons with disabilities
- MODS established collaboration with local NGOs that provide social services and have contacts with local self-governments. In partnership with local service providers, we will promote innovative concepts to the local self-governments on how to recognise and mobilise resources in the local community
- MODS promotes intergenerational solidarity – giving the opportunity to elderly people to be active and to contribute to the community and to share the experience and knowledge they have with the younger generation
- Within the MODS Lab an idea was developed about a service for single families with children with disabilities in rural area that would be based on activation and mobilising vital elderly people who want and who can take care of children – not only to be passive, but also giving something to the community
- MODS will promote intergenerational solidarity and the idea that elderly people need to feel that they are still part of the community to which they can contribute and that they still have a lot to offer to people in the community. Thanks to the D-Care Lab we understand that elderly people want to feel that they are still useful members of family and community

- MODS will organise meetings with local self-governments and representatives in charge for social welfare – the issue of nursing care professionals can be connected with the issues of high rate of unemployment of youth and how to increase possibilities for new employment through innovative social services
- MODS is preparing policy recommendations for the improvement of social services in the local community; improvement of earmarked transfers – to be used for the prevention of institutionalisation
- MODS will continuously work on the development of a network of 'friends' – organisations, public institutions, companies, universities with whom we share the same values and mission to have a social impact that will bring benefit to all disadvantaged and people in need

11. Action plan Slovenia

Accomplishments

Based on the 12 targets identified in the transnational strategy, the Centre for European Perspective - CEP (Slovenia) proposes the following national action plan. In the beginning, we shortly present the work of the Slovenian partner in the project.

We would like to begin by pointing out that Slovenia did not have a social innovation lab envisioned in the scope of the project and thus cannot comment on the possibilities or difficulties such a lab could and would encounter during the process of its establishment. The Slovenian partner Centre for European Perspective was involved in some lab activities and focused on communication work and support. The communication support and involvement in certain lab activities provided a solid ground in a network of 10 countries in the Danube region, all with the aim of creating a better home care situation.

Main results are:

- Involvement in a regional partnership with established social innovation D-Care Labs that can offer support and knowledge and enable cooperation between other regional labs and other stakeholders in the field of home care and social services
- Organised public event of the D-Care Labs project in Ljubljana, aimed at the promotion of the project activities among interested Slovenian stakeholders
- Finalised initial mapping of the social investment stakeholders in Slovenia

Future Plans

CEP will continue following the developments in the home care sector in Slovenia and follow the results of projects like D-Care Labs that aim to ease the situation in home care in the future. Slovenia currently faces a delay in the implementation of the Long-Term Care Act (the delay was decided with a referendum in November). The delay in the implementation of the law is supposed to provide more time for needed changes that would regulate stable long-term public financing of long-term care, the status of long-term care providers and single-entry points for

assessing entitlement to long-term care in the Long-Term Care Act. We will continue to be open to cooperation in this field and will strive to offer knowledge and support to other organisations in Slovenia that seek either transnational partners in the field of social innovation and social investment or home care or opportunities for cross-border knowledge sharing.

The current trend in health care (we count home care as a part of health care) in Slovenia is towards digitalisation, with one of the more prominent programs uniting Slovenian health and care stakeholders working towards an innovation-friendly ecosystem, being HealthDay.si (made to support SMEs in digital transformation and enhance their role as agents of transformation of Slovenian health and care system). The work of some D-Care Labs showed a similar trend towards digitalisation of services in home care, so CEP will follow up on future possibilities of connecting projects with common goals – HealthDay.si and D-Care Labs have connected already as end goals of both focus on establishing a better system of health and home care.

In the long term, we would like to concentrate on the following:

- We would like to proceed with the efforts to empower and be of use to Slovenian stakeholders in the field of home care looking for opportunities for cross-border cooperation or starting social innovation activities by being an informal 'info hub' that can offer information to Slovenian stakeholders about possibilities for social innovation.
- Be a Slovenian connection point for all stakeholders interested in joining or learning more about the D-Care Labs network and its work – the initial step was done during the public presentation of the project in May 2022 in Slovenia
- Track the situation regarding the implementation of the Long-Term Care Act in Slovenia
- Remain a part of the D-Care Labs network to ensure regular exchange of information and know-how and creation of synergies, and work towards adding more organisations to the network