



ETORKIZUNA
ERAIKIZ
think tank

**NEW FUTURES OF THE WELFARE
STATE
REPORT OF THE 12th MEETING**

29/09/2021

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1. Programme

Theme	Presenter/Driver
Introduction and presentation of the workshop	Maite Peña
Presentation of the second cycle of the Think Tank	Maite Peña
Information on the G>30 Institutional Pact	Javier Castro-Spila
Presentation of the White Paper	Javier Castro-Spila
End of session	Maite Peña

2. Participants

- | | | |
|-------------------------------|----------------------|--------------------|
| - Maite Peña | - Mikel Malcorra | - Rakel San |
| - Javier Castro-Spila | - Iñigo Kortabitarte | - Sebastian |
| - Adriana Martinez Sans | - Patxi Leturia | - Javi Sancho |
| - Garikoitz Agote | - Maria Muñoz | - Xanti Moriones |
| - Gerardo Amunarriz | - Felix Arrieta | - Amaia Jimenez |
| - Josu Gago | - Jon Arzallus | - Belén Larrión |
| - Arantxa Gonzalez de Heredia | - Elena Basagoitia | - Joseba Zalakain |
| | - Arantxa Gorostiaga | - Ainhoa Arrona |
| | - Andoni Zulaika | - Naia Begiristain |
| | - Koldo Aulestia | |

3. Introduction and presentation of the workshop

The Deputy (Regional Minister) for Social Policies opened the session by welcoming everyone and thanking everyone for attending the meeting. She said that on this occasion the methodology of the session would be different: *“We usually hear from an expert first and then work as a team. Today's dynamics will be different, however. We would like to address several different topics, in which we welcome your participation. Today's meeting begins the second cycle of the Think Tank”*. She went on to explain that there would be a summary of the Agenda 2021-2023 for the New Futures of the Welfare State deliberation group. *“We will also work to see what the second phase of this deliberation group should look like. Finally, we will discuss the validation of the white paper”*.



4. Presentation of the second cycle of the Think Tank

The Deputy for Social Policies said that the Think Tank has been divided into two cycles. In the first they had worked to build social policies. *“We have spent some time agreeing on the guidelines that will govern the transition in care: we have used the coronavirus crisis as an opportunity to speed things up”*. She said that the outputs generated were the White Paper and the guide for personalisation of social services. *“Today we begin the second cycle. We want to decide where we see an opportunity for this Think Tank to contribute. To do this, we can transform the Think Tank into an*

evaluation hub: analysing indicators, proposing them and evaluating personalisation in social services". She stressed the importance of monitoring and evaluating implementation of the White Paper and the personalisation guide. "We want to know whether or not we are on the right track and implement the necessary measures depending on the situation". She said that her goal is to define how much progress has been made in transitional social policies.

"Before the session we handed out a questionnaire to give you a chance to provide your input. Javier Castro will be in charge of explaining some of the features we have seen in your contributions. We also wanted to include all your contributions in the Think Tank's agenda and in the White Paper". She then handed over to Javier Castro.

5. Information on the 30>G Institutional Pact

The facilitator greeted them and returned to issue of the questionnaire: *"The questionnaire analyses the proposal for a fairly specific Agenda with what we plan to address in each session. You all agreed with the proposed Agenda and there were not many remarks".* There were two considerations regarding the Agenda: digitisation and assessment of the policies being implemented. *"Your answers suggest it is necessary to evaluate the plans that are being implemented with regard to care ecosystems. There are several public administrations are involved. We will send you a guide, a methodology on how the programmes are to be evaluated. Our proposal is to offer some central themes of the programmes and suggest a methodology of evaluation".* He said it would be necessary to develop a more precise discourse on the meaning of digitalisation.

"To operationalise these ideas, we propose to set up two work groups. We want the first to monitor the White Paper. This group will discuss the extent to which discussions are held in a Think Tank and the extent to which it is recommended and expected that its discourse will be taken into account in designing social policies". He said there is another group already working on the personalisation of social services and care. *"This group did a very good job. One of the recommendations of the last session of the first cycle was that the group should continue to work on creating indicators. In this way, it would be possible to determine to what extent there is an impact on the creation of social services".*

He reminded participants that in this session, they would not be working in groups, as usual. *“Today we will present the work strategy and we will all discuss it together. This is the moment to do it”*. He encouraged the participants to share their opinions.

ECO7 asked whether the two groups would work in parallel, operating independently or whether there would be coordination between the two.

The facilitator answered that there would be two parallel groups, although there will be a space where they can share their progress. *“We will meet three or four times a year. At a specific time we will report on all the progress that has been made. We want to give the groups space. The Think Tank will be the space where the two groups can share their progress”*.

DFG6 asked whether the make-up of the groups would be decided on by the management or whether each participant would decide which group to join.

The Deputy for Social Policies answered that each person would choose their group. *“It depends on each person's interests. There may also be transfers between the groups. But at the beginning it is important for each person to state which group they want to be in, which group they feel they can contribute most to. It wouldn't make any sense for us to decide on the make-up of the groups”*. She said that the participants' criteria are very important. She went on to discuss the format of the meetings. *“Another thing we need to address is the format of the sessions: we have decided to opt for coexistence. We don't want some people joining online, while others are actually physically present at the meetings. We will have two online meetings and one face-to-face meeting, so that we can bring more people together. Hopefully we will soon be able to hold all meetings face-to-face”*.

The facilitator mentioned another benefit of holding the meetings online: *“If the face-to-face part is based in Donostia/San Sebastian, our group is not reflecting the reality of the territory. Perhaps, in order to incorporate users, we should examine this territorial issue. Fewer face-to-face meetings, but with more people from other parts of the province apart from Donostia/San Sebastian”*.

ECO20 said it was not yet clear how the working environment would be affected by Covid-19: *“We are looking forward to getting back to normal, but first we have to see how the pandemic evolves. In the work environment, we have not yet seen any plan to*

reduce restrictions”. He went on to address the topic of the groups: “I think it is very important that there are two groups. It is true that they have to run in parallel, but we need to know where we are going at all times. I think one of the most important issues to be addressed is that of evaluation: we always do it at the end, when we should prepare it from the beginning”.

The facilitator answered ECO20 by explaining that among its other functions, the Think Tank is intended to be an evaluation hub. *“We have invited five European experts to assess our work from a European perspective — a vision of how we are working in Gipuzkoa in terms of care. So, this Think Tank will bring together users, Think Tank participants and a European committee”.* DFG4 asked if anyone had any further remarks before they addressed the next issue.



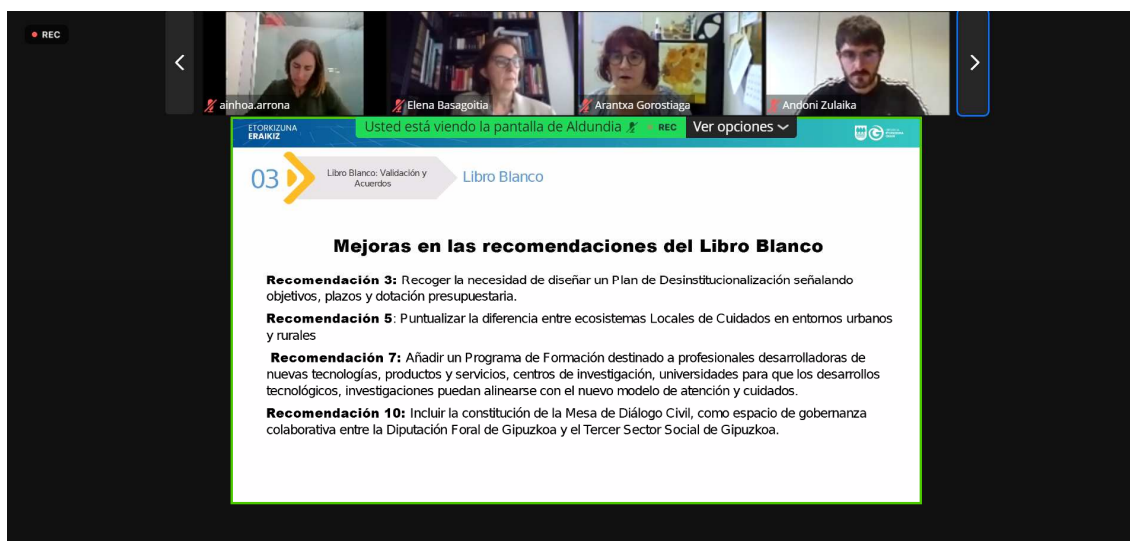
6. Presentation of the White Paper

The facilitator gave a brief summary of what the White Paper is, explaining that it has three main chapters: challenges, levers and recommendations. He added that they had sent out a questionnaire to find out the general opinion on the White Paper. *“There is a lot of agreement on approach and quality. However, there are also some areas for improvement”.*

- Innovation and new technologies: He said the participants have highlighted the issue of new technologies because the wording of the text needs to be improved.

“We need to explain better what digitisation means in the care system. We also need to specify the meaning of new technologies. It is true that in the White Paper we do it in generic terms”.

- Care systems as tools for cohesion: The facilitator reminded the participants that they have pointed out that there is a need to adapt the provincial legislation. *“We talk about boosting local ecosystems and defining their role. We can have a Gipuzkoan model, reflecting the identity of the province”.*
- Terminology and wording: In this area, the facilitator said that the responses indicated that the word "care" was overused. *“Some people commented that we should also use the word "attention". Terminology is something that is in the mainstream of the discussion on care”.* As regards the wording, he added that, *“the White Paper makes it clear that it has emerged out of the divide created by the Covid-19 pandemic. However, prior to this situation, there was also a set of issues. The wording needs to be improved to show that various levers for transformation had already become evident in the system”.*
- The range of profiles: He added that, *“the White Paper has focused on the elderly. It also addresses children and people at risk of social exclusion, but not sufficiently. We should include other profiles. We should also adapt the White Paper to make it easier for users to read”.*



He said that these were the issues mentioned regarding the White Paper. *“There is a great consensus. Perhaps the part that needs to be fine-tuned most is the role of technology. This book will be fuelled by your contributions. We have sent the White Paper to five experts. They will tell us how they see it from a European perspective”.*

The Deputy for Social Policies added that they consider it important to share this experience with the rest of the ecosystem, to allow input from agents from outside the Think Tank.

On the question of sharing the White Paper with the rest of the ecosystem, the facilitator said the consultation process has already been designed. He repeated that these are people who do not participate directly in the Think Tank. *“We want it to be validated by agents who are not active in the ecosystem. This means that the hard core the Think Tank would consist not only of users, but also provincial stakeholders who can provide input. The final version of the White Paper will be presented at the congress on 13 and 14 December”.*

ECO7 and DFG3 said they think it is really important to refer to the care as "supports", since the term "support" is much broader. ECO7 added that attention is more of an attitude, while care and support are synonyms for action.

ECO5 asked how users were to be incorporated into the process.

The facilitator said that this topic would be discussed at the next Think Tank session. “That issue is in our sights, but it has not been resolved as yet. We will therefore send you a document to validate the inclusion of the users in the debate”.

ECO7 added that, *“we can talk about users or people with support needs. I think the second option is more accurate. There may be people who are not classified as users due to problems in the system. Those are the people with support needs”*.

The facilitator agreed with ECO7, and explained that, *“there are people who are not users but are potential users. Active aging, for example, is closely related to what has been discussed”*. He added that they have a reference panel to identify clearly what it means to be a user. *“But it’s not that easy”*. As regard the inclusion of users in the Think Tank, he said that *“the process should not be too dense. We want to change the methodology so that everyone can be involved and participate to ensure that the participation process remains active”*. He once again opened the floor to comments.

There were no comments and the facilitator continued, saying that *“These are some of the general considerations we received in the questionnaires. These are general recommendations”*.

The facilitator introduced the topic of deinstitutionalisation, pointing out that it has a different meaning for everyone: *“Does it mean taking institutional weight away from care? How is care institutionalised? The term deinstitutionalisation does not mean that the state withdraws from the dynamics of care. It does not refer to more neoliberal models which entrust care to market forces. We have to decide how we want to address this issue”*.

ECO1 said that *“deinstitutionalisation does not mean the state disengaging from care. On the contrary, there is a shift from segregated macro-institutions to having care and attention focused on small institutions, closer to the users. I would not question the purpose of deinstitutionalisation when we talk about it”*. He said that deinstitutionalisation processes have already been carried out in some areas of the Basque Country.

The facilitator said he agreed with ECO1. *“But perhaps we should include a clear definition of what deinstitutionalisation means. We have had some negative feedback on this issue. Our community understands what it is, but there are other spheres where*

it is not understood". He said the issue could be addressed in a Think Tank session. "We will add it to the Think Tank's agenda for discussion".



He went on to explain that the White Paper makes no distinction between rural and urban environments. *"It is an issue we should discuss, because it makes sense to talk about the existence of an ecosystem in an urban environment with different characteristics to rural environments".*

He also explained that the White Paper should cover ways of connecting new technologies with support systems. *"This topic almost merits a work group of its own".* He concluded by saying that they had already had a chance to discuss any issues they wanted to address in the session. He posed one final question: *"Since we have already mentioned the issue of institutionalisation, should we address it in the Think Tank? Would it require a separate group?"*. Javier Castro opened the floor to comments, suggestions and questions.

ECO1 said that the approach to institutionalisation should be included in the work group on evaluation and indicators. *"What I propose is that we measure the levels and have indicators that allow us to identify whether the system is being deinstitutionalised".*

DFG3 added that, *"it would be very helpful to hear about similar initiatives in other nearby areas. Some measures have already been put in place in Bizkaia and Alava. Indeed, there are several experiences of facilities with capacity for more than 15 people*

with disabilities being limited to a maximum of 8". He said that in his opinion there are some simple indicators: relative spending in homes with more and less than 25 beds, for example. He added that he thought it was very important to be swift and operative with respect to the indicators.

The facilitator said that he found this discussion very interesting: *"We could prepare an operational document that would open the perspective up. These indicators could act as monitors of the transition. it would be an item for the agenda of the customisation group"*.

The Deputy of Social Policies said that she thought what DFG3 had mentioned was important. *"It is very important to monitor the experiences in the immediate environment. We all know where we want to go. But in order to establish indicators, it is also important to know what type of actions we want to propose. It takes time to perform an analysis"*.

The facilitator added to the what the Deputy for Social Policies had said by explaining that each group would have a working agenda. *"We will discuss the agenda and working methodology, in order to arrive at a consensus. We want them to provide visible outputs, to come up with something interesting"*. He said that they would have to think about a line of operations with a view to obtaining outputs during the coming year. He concluded by explaining that within the Think Tank there is a dissemination plan for sharing the articles and outputs created by the deliberation groups.



7. End of session

The Deputy of Social Policies took the floor to say that there would be a space for anyone wishing to make contributions over the coming days. *“For example, on the issue of digitisation, we would like to hear from you about the points you have raised”*. She said that the next session would be on 25 November and would also be online. *“We will send you information about the Etorkizuna Eraikiz Think Tank congress in December, so that we can work on it at the next session”*. She reminded them that the final version of the White Paper will be presented during that congress. *“As Javier Castro explained, we will also have to take into account the issue of deinstitutionalisation and we will also address the care model. It will be a very busy meeting”*. She accepted that, *“it has been strange not to have work groups, but we had to communicate all this information to you”*.

DFG6 asked if for the next meeting each participant would have to decide which group they wanted to work in. The facilitator answered that, *“when we send out the guides, we will ask everyone to state which group they prefer to work in. We'll see how the numbers play out later”*. Maite Peña stressed that the groups should be balanced.

The facilitator remarked that, *“we are preparing a preliminary document that we would like to submit to the Think Tank. We will send you this document which is intended to improve the evaluation system. It will not just be an expert evaluation. This document assumes that the Think Tank is an evaluation hub”*.

The Deputy of Social Policies closed the session by thanking all the participants for attending the meeting and for contributing with their opinions and their comments.

8. Appendices

a. Working Document No. 12

THINK TANK

Deliberation process on the new futures of the welfare state: Working Document

No. 12

(29 September 2021)

Abstract: This working paper sets out the results of the deliberation on the White Paper and its validation process and the presentation and agreements with the Think Tank's Work Agenda (2021-2023).

A. Two Think Tank cycles

This document marks the launch of the second cycle of the Etorkizuna Eraikiz Think Tank Deliberation Group (2021-2023). The deliberation group on the Futures of the Welfare State began in 2021 and it is planned to continue its work through to 2023. This session will focus on the two cycles of the Think Tank and the definition of the working agenda for the 2021-2023 period.

First cycle (2020-2021): Generation of transitional social policies

The first cycle of the Think Tank focused on designing transition policies centring on the future of care. The central themes are the promotion of home care, attention and support, the processes of personalising social services, the generation of local care ecosystems, and the integration of users (current and potential), family members and relatives into the processes of design, monitoring and impact assessment in social policies. The discussion on jurisdictional models and financing systems is a key element in the debate on the future of care in Gipuzkoa.

Objectives of the first cycle: To take stock of the Covid-19 situation; to debate the future of care, attention and support for people in situations of social exclusion, fragility and dependence in Gipuzkoa, to explore the levers of transformation and innovation (including new technologies, local care ecosystems based on models of collaborative governance) and to offer recommendations for social policies to promote the transition.

Main activities: To hold 10 deliberation sessions based on an agenda of transformation that takes the situation generated by Covid-19 as an accelerator of the changes that were already being promoted in the social policy ecosystem prior to the pandemic.

Outputs: White Paper on Care, Guide to Personalisation of Social Services.

Second cycle (2021-2023): Evaluation of Social Policies

The second cycle of the Think Tank has focused on experimentation and evaluation of the recommendations arising from the White Paper and the Guide to Personalisation of Social Services. This cycle develops strategies for evaluation of social policy on two strategic levels of transition: a) personalisation of social services (emerging from the Personalisation Guide), b) inclusion of the recommendations of the White Paper in social policies. The aim is to strengthen the role of the Think Tank as a hub for evaluating social policies.

Objective of the second cycle: in this second cycle, we will promote the implementation of two key projects: a) Experimentation: to promote a pilot project to identify a system of personalisation indicators that take into account the perspective of users, professionals and family members; b) Monitoring: to promote a project to monitor integration and implementation of the White Paper's recommendations in the social policies promoted by the Department of Social Policies (Provincial Government).

Main activities: a) Design and implement a pilot project on personalisation indicators in social services that takes into account the perspective of users and family members / including potential users; b) Design and implement a follow-up project on the degree of inclusion and implementation of the White Paper's recommendations in social policies.

Outputs: Guide to Indicators of Personalisation of Social Services, Impact of the White Paper on social policies.

B. Think Tank Work Agenda 2021-2023

Table 1 shows the Think Tank's work agenda. A copy of the agenda was sent out in a form to allow each member to validate it and to determine the level of agreement with the topics proposed for 2021-2023. As the table shows, there was a high level of agreement with the topics proposed, except for one —the focus on technologies— which was felt to require a fresh approach.

Table 1: Think Tank Work Agenda (period 2021-2023)

Date	THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
29 September (2021)	Opening of the Second Cycle of the Think Tank (presentation of the work agenda validated by the Think Tank, via the answers to this questionnaire and formation of the work groups)		
25 November (2021)	White Paper: Guide to Indicators for Monitoring Transition Policies (how to monitor the recommendations of the White Paper)	100%	
13-14 December (2021)	Etorkizuna Eraikiz Think Tank International Congress	100%	
28 January (2022)	Provincial Care Evaluation System (White Paper Recommendation 12) (how to develop evaluation hubs to evaluate innovation and quality of care).	100%	
31 March (2022)	Guide to indicators for evaluating personalisation in social services (first proposal) (White Paper Recommendation 2)	100%	
26 May (2022)	Gipuzkoa Zaintza Lurraldea 2030 Strategy (Experimental Projects) (Care Ecosystems) (White Paper Recommendations 5, 7 and 9)	100%	
7 July (2022)	Guide to Indicators for Evaluating Personalisation in Social Services (final version of the Guide) (White Paper Recommendation 2)	100%	
29 September (2022)	Balance of progress in digitalisation of the Third Sector and Social Services (White Paper Recommendation 6)	70%	30%
24 November (2022)	Balance of the Home Care & Attention Strategy (White Paper Recommendation 3)	100%	
26 January (2023)	Balance of the Strategy Plans of the Public Administrations (White Paper Recommendations 5, 8, 9, 10 and 11)	100%	
30 March (2023)	Balance of the Strategy Plans of the Public Administrations (White Paper Recommendations 5, 8, 9, 10 and 11)	100%	
25 May (2023)	Conclusion of the Second Cycle of the Think Tank.	100%	

C. Deliberation and proposals

C.1. About the White Paper

a. New technologies linked to social services

Observation: The way digital technologies are addressed in the White Paper could be improved, especially by stressing that technologies are a means and not an end, and that the "person-to-person" approach to care and attention should be strengthened.

Proposal: To carry out a specific consultation with people specialised or experienced in digital technologies related to care and attention in social

services. The White Paper will be amended/adapted on this topic on the basis of this consultation.

b. Deinstitutionalisation of care and attention

Observation: The deinstitutionalisation of care and attention is a key element in the White Paper on transitional social policies. It is a process that encourages community participation and strengthens the Public Administration's responsibility in care and attention. The strengthening of home care and attention and the development of local care ecosystems proposed in the White Paper are a step in this direction. However, there is tension over the concept of the "deinstitutionalisation" of care. This tension is related to ways of viewing the processes of deinstitutionalisation and their consequences for the relationship between Society, the State and the Market for care management.

Proposal: To make a conceptual balance and map empirical experiences in processes of deinstitutionalisation of care and attention in social services. This assessment will be developed within the framework of the pilot project on indicators of personalisation of care.

C.2. About future work groups (pilot project and monitoring project)

a. About the pilot project

Observation: For the next period it is proposed to develop a pilot project on personalisation indicators in which it is proposed to include users in the design and validation process. One of the central problems of this proposal refers to the way in which users are included in the process of designing and validating indicators.

Proposal: In the next session of the Think Tank (25 November) a methodological proposal will be discussed to include users and family members in the process of designing and validating personalisation indicators.

b. About the monitoring project

Observation: For the next period it is proposed to develop a project to monitor the way in which the recommendations of the White Paper are being implemented and integrated in social policies. The 2030 Agenda for Gipuzkoa

operationalises these recommendations, integrating them into social policies.

The transition monitor will facilitate monitoring of the recommendations.

Proposal: The next session of the Think Tank (25 November) will discuss a methodological proposal for monitoring and including the recommendations of the White Paper in the implementation of transitional social policies.

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- b. Presentation by the Deputy (Provincial Minister) for Social Policies

Second Cycle of the Think Tank White Paper and Work Agenda

29 September 2021

Agenda for the Meeting (29 September (2021))





Two Think Tank cycles

FIRST CYCLE (2020-2021): Generation of Transitional Social Policies

Main activities: To take stock of the Covid-19 pandemic and agree the central axes that would promote a change in the model of care and attention. Covid-19 has been an accelerator for changes already underway in the system.

Outputs: White Paper, Guide to Personalisation of Social Services.

SECOND CYCLE (2021-2023): Evaluation of Transitional Social Policies

Objective: To transform the Think Tank into a hub for evaluation of Transitional Social Policies (White Paper)

Main activities: To monitor implementation of the main recommendations proposed in the White Paper and develop a system of indicators to evaluate personalisation in social services.

Outputs: Impact of the White Paper (degree of progress of social transition policies and recommendations for improving them)



Date	THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
29/09 (2021)	Opening of the Second Cycle of the Think Tank (presentation of the work agenda validated by the Think Tank, via the answers to this questionnaire and formation of the work groups)		
25/11 (2021)	White Paper: Guide to Indicators for Monitoring Transition Policies (how to monitor the recommendations of the White Paper)	100%	
13-14/12 (2021)	Etorkizuna Eraikiz Think Tank International Congress	100%	
28 /01 (2022)	Provincial Care Evaluation System (White Paper Recommendation 12) (how to develop evaluation hubs to evaluate innovation and quality of care).	100%	
31/03 (2022)	Guide to indicators for evaluating personalisation in social services (first proposal) (White Paper Recommendation 2)	100%	
26/05 (2022)	Gipuzkoa Zaintza Lurraldea 2030 Strategy (Experimental Projects) (Care Ecosystems) (White Paper Recommendations 5, 7 and 9)	100%	



Think Tank 2021-2023
Agenda

Agenda 2021-2023

Date	THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
7/07 (2022)	Guide to Indicators for Evaluating Personalisation in Social Services (final version of the Guide) (White Paper Recommendation 2)	100%	
29/10 (2022)	Balance of digitalisation of the Third Sector and Social Services (White Paper Recommendation 6)	70%	30%
24 /11 (2022)	Balance of the Home Care & Attention Strategy (White Paper Recommendation 3)	100%	
26/01 (2023)	Balance of Strategic Plans of the Public Administrations (Recommendations 5, 8, 9, 10 and 11) (Session 1)	100%	
30 /03 (2023)	Balance of Strategic Plans of the Public Administrations (Recommendations 5, 8, 9, 10 and 11) (Session 2)	100%	
25/04 (2023)	Close of Second Cycle of the Think Tank	100%	



Think Tank 2021-2023
Agenda

Agenda 2021-2023

Considerations on the Think Tank's agenda

Session 8: Digitalisation is a tool, not an end or a policy in itself. I don't see what we are going to get out of the session.

Session 10 and 11: It will be necessary to perform the preparation and galvanisation well, so that it is more than just criticism or debate without results.

Notes on the Think Tank's agenda

Session 8: Digitalisation is seen in a generic sense as being the promotion of the digital transformation of the Third Sector and Social Services: a) Training in the use of new digital technologies, b) Incorporation of artificial intelligence in management of care centres, c) Development of digital platforms for collaboration, among other technology-supported actions.

Session 10 and 11: An evaluation methodology will be proposed that will allow a good assessment of the activities carried out and ways of offering recommendations for improvement.

Work Groups

Work Group: Evaluation
and Personalisation



How are we going to work? Think Tank Work Groups

WORK GROUPS

A. Social Policy Monitoring Work Group. This work group focuses on monitoring the recommendations proposed in the White Paper, which will be promoted by the Department of Social Policies within the framework of the 2021-2023 Action Plan.

Ensure continuous monitoring of and comparison with developments in care and attention models in other benchmark European regions (identifying good and bad practice).

B. Work Group on Personalisation of Social Services. This work group focuses on the design and definition of indicators for personalisation of care and attention in social services.

TOOLS

- 1. Guide to evaluating social policies** incorporating users. This Working Guide with its methodology will be proposed by the Department of Social Policies to the Think Tank for validation and implementation.
- 2. Guide for the design and development of indicators of personalisation** incorporating users. This Working Guide with its methodology will be proposed by the Department of Social Policies to the Think Tank for validation and implementation.

03



White Paper: Validation
and Agreements

White Paper

THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
Overall Approach of White Paper: Promotion of Transitional Social Policies	100%	
Drafting of the White Paper	70%	30%
Chapter 1: Challenges of the Transition		
Challenge 1: Cultural change in the management of social policies (for the policy ecosystem as a whole, not just the public administration)	100%	
Challenge 2: Transformation of the portfolio of services and benefits to adapt to personalisation of services	100%	
Challenge 3: Facilitating users' growing capacity for choice in the care they prefer to receive	100%	
Challenge 4: Making progress in social, healthcare and community interaction and coordination to promote a comprehensive and ecosystemic approach to care	100%	
Challenge 5: Establishing home care as a priority of the new care model	100%	
Challenge 6: Promotion of a residential infrastructure adapted to the new care model (personalisation, digitalisation, ecosystems, etc.)	100%	
Challenge 7: Promotion of new competencies, qualifications and staffing capable of sustaining the new care model	100%	
Challenge 8: Promotion of community participation in care and attention (ecosystems and increasing distribution/evaluation of care)	100%	



THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
Chapter 1: Challenges of the Transition		
Challenge 9: Strengthening the management, innovation and digitalisation-capacities of Third Sector organisations.	100%	
Challenge 10: Leveraging the capabilities of new technologies and digitalisation to promote innovation and improvements in care and attention.	70%	30%
Challenge 11: Encouraging experimentation, innovation and knowledge management in the social services ecosystem as a whole.	100%	
Challenge 12: Designing a new model and system for evaluating care and attention (monitoring of transitions, social impact, quality assessment)	100%	
Challenge 13: Conducting efficient, effective and fair economic management of the transition to new models of care.	100%	
Challenge 14: Promoting a transformation in the organisation of the Department of Social Policies to promote the transition and adapt to the new care model.	100%	
Challenge 15: Guaranteeing the economic sustainability of social services by reviewing the current funding framework.	100%	
Challenge 16: Adapting the territorial organisation and the distribution of social services complexities (greater emphasis on local care).	70%	30%



THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
Chapter 2: The Seven Levers of Transition		
Lever 1: The rights of individuals and the personalisation of care	100%	
Palanca 2: Care as a tool for social cohesion and as a sign of identity (Gipuzkoa model)	70%	30%
Lever 3: Strong and cooperative care communities	100%	
Lever 4: Effective collaborative governance	100%	
Lever 5: Experimentation and evidence as a foundation for social policy	100%	
Lever 6: Innovation and new technologies	70%	30%
Lever 7: Strategic evaluation (systemic and participatory)	100%	
	100%	



THINK TANK AGENDA: Deliberation group. The futures of the Welfare State	Agree (4-5)	Disagree (3-2-1)
Chapter 3: The Twelve Recommendations for a Transitional Social Policy		
Recommendation 1. Expanding a new way of understanding care (paradigm shift)	100%	
Recommendation 2. Promoting the personalisation of care	100%	
Recommendation 3. Prioritising a comprehensive model of home-based care	100%	
Recommendation 4. Encouraging comprehensive innovation in care facilities	100%	
Recommendation 5. Promoting Local Care Ecosystems	100%	
Recommendation 6. Promoting digitalisation of care services	70%	30%
Recommendation 7. Promoting programmes for training in new care models	100%	
Recommendation 8. Improving working conditions of employees	100%	
Recommendation 9. Designing and deploying community-based care programmes	100%	
Recommendation 10. Strengthening collaborative and social governance	100%	
Recommendation 11. Improving territorial resilience capacity	100%	
Recommendation 12. Creating a Care Evaluation System	100%	



General considerations on the White Paper

Terminology: Use the concept of **"care and attention"** rather than just **"care"** throughout the text. And give visibility to the actions already performed or developed (we are not starting from scratch).

Better define User Profiles: Define a **range of standard profiles** representing the greatest possible diversity of users in order to adapt it to personalisation of the service portfolio. Along these lines, it is necessary to **diversify the profiles** of the White Paper which is largely oriented towards the **elderly**. Mention other profiles such as people in situations of dependency, in situations of social exclusion, children in situations of vulnerability, etc.

Readability: Develop a version of the White Paper that is **easy to read** for elderly and cognitively impaired users

"Technologies" (vs. "new technologies"): A distinction should be made in the text between **computerization, digitisation and technologisation**. Also, talk about technologies (eliminate the word "new") and better define in the text the promotion of digitalisation of the users' family and professional environments.

Improve cooperation: Promote analogue and digital cooperation (not solely digital, e.g. digital platforms). Review competitive models of resource allocation (promote **cooperative models** of resource allocation).



Improvements to White Paper recommendations

Recommendation 3: Include the need to design a Deinstitutionalisation Plan indicating objectives, timing and budget allocations.

Recommendation 5: Define the difference between local care ecosystems in urban and rural environments

Recommendation 7: Add a training programme for professionals developing new technologies, products and services, research centres and universities so that technological developments and research can be aligned with the new care and attention model.

Recommendation 10: Include the establishment of the Civil Dialogue Panel, as a space for collaborative governance between the Provincial Government of Gipuzkoa and the Third Sector of social action in Gipuzkoa.

NEXT SESSION

29 November

Working Agenda for that session (virtual)

- Information on the Etorikizuna Eraikiz Think Tank Congress (13-14 December)
- Presentation of the White Paper (final version)
- Presentation, discussion and agreements on the Think Tank's Working Guides:
 - Guide to evaluating social policies** incorporating users. This Working Guide with its methodology will be proposed by the Department of Social Policies to the Think Tank for validation and implementation.
 - Guide for the design and development of indicators of personalisation** incorporating users. This Working Guide with its methodology will be proposed by the Department of Social Policies to the Think Tank for validation and implementation.
- Presentation of the model of Territorial Care Evaluation System.

THANK YOU