

PERSONAL INFORMATION

Kai Leichsenring



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Sex male | Date of birth 17/11/1961 | Nationality German

WORK EXPERIENCE

3/2016 - today

**Executive Director**

European Centre for Social Welfare Policy and Research

- Strategic planning, administration and management
- Collaboration in national and international research projects
- Policy consultancy
- Presentations and other dissemination activities

**Business or sector** Social Research and Consultancy

2000 - 2016

**Self-employed Social Policy Analyst and Consultant, Senior Research Associate and Project Manager**

Various assignments (European Centre for Social Welfare Policy and Research, European Council, ESN, WHO Europe, Worldbank et al.)

- Acquisition and coordination of international research projects
- Collaboration in national and international research projects
- Policy consultancy
- Conference design, organisation and documentation
- Presentations, publications and other dissemination activities

**Business or sector** Social Research and Consultancy

2002 - 2010

**Senior Consultant**

emmeerre S.p.A., Piazzale Stazione 7, I-35131 Padova (PD), Italy

- Organisational development projects, trainings and seminars
- Project management of national and international R&D projects

**Business or sector** Research, Consultancy, Organisational Development

1993 - 2000

**Head of Programme, Research Fellow**

European Centre for Social Welfare Policy and Research

- Coordinator of Austrian and international research projects
- Policy consultancy
- Conference design, organisation and documentation

**Business or sector** Social Research and Consultancy

1986 - 1993

**Free-lance Social Researcher**

Various assignments and grants

- National research projects in Austria, comparative European research projects and journalistic work

**Business or sector** Scientific Research (Political Sciences, Social and Cultural Policy)

## EDUCATION AND TRAINING

- 1/1997 – 6/1999 **Certificate in Consultancy on Systemic Organisation Development**  
 Österreichische Arbeitsgemeinschaft für Gruppendynamik und Gruppenpsychotherapie (ÖAGG), Sektion Organisationsentwicklung, Vienna, Austria
- Advanced Training in Organisation Development Consultancy
  - Project Management, Team Development
  - Group Facilitation
- 9/1983 – 6/1984 **Diploma in French Language and Literature**  
 University of Rennes, France
- Studies of French Language and Literature
- 3/1981 – 2/1990 **Studies in Political Sciences and Communication Research, French and Literature**  
 University of Vienna, Austria
- Dr. phil.
  - Political Sciences, Social Policy, International Politics, Communication Research
  - Languages

## PERSONAL SKILLS

Mother tongue(s) German

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
French	C2	C2	C2	C1	C1
Italian	C2	C2	C2	C1	B2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user  
 Common European Framework of Reference for Languages

- Communication skills**
- Special skills in guiding and organising groups (also inter-cultural) acquired during continuous training and applied in numerous national and international projects (as collaborator or coordinator).
  - Capacities in developing team work both as an external trainer (based on relevant education and training) and as head of a research team of 5-6 persons at the European Centre for Social Welfare Policy and Research (1993-2000).
  - Ability to flexibly adapt to changing environments and cultures proven during both professional experience (e.g. missions to Russia, France, Italy, the UK, Turkey, Romania, Sweden, Germany, The Netherlands et al.; leadership in EU research projects of various size and composition) and private life (living in Italy, working in different cultural environments).
- Organisational / managerial skills**
- Experience in designing, organising and directing national and cross-national studies in the field of social welfare and health research as well as in developing and organising international seminars, expert-meetings and conferences
  - Editing and publishing results of R&D projects (see Additional Information)
  - Consultancy of national and international policy makers
  - Special skills as a workshop-moderator and in organisation development
- Job-related skills**
- Policy analysis
  - Qualitative research
  - Quality management
- Computer skills**
- Good command of Microsoft Office™ tools
- Other skills**
- Tennis coach
  - E-Qalin Trainer (Quality Management in Social and Health Care)
- Driving licence**
- B

## ADDITIONAL INFORMATION

## Publications

**Books and books edited**

- *Long-term care in Europe – Improving Policy and Practice* (ed. with J. Billings and H. Nies). Basingstoke 2013: Palgrave Macmillan.
- *Contracting for Quality* (with S. Barnett and R. Rodrigues). Brighton 2011: European Social Network/ESN.
- *Generationenpolitik – Internationale Ansätze und Entwicklungen* (mit K. Hämel, M. Thenner-Eßkuchen, B. Fux). Bern 2009: Bundesamt für Sozialversicherungen.
- *Integrating health and social care services for older persons. Evidence from 9 European countries* (ed. with J. Billings). Aldershot 2005: Ashgate.
- *Providing integrated health and social care for older persons. A European overview of issues at stake* (ed. with A. Alaszewski). Aldershot 2004: Ashgate.
- *Qualität Sozialer Dienste in Deutschland und Österreich* (mit F. Frerichs, G. Naegele, M. Reichert und M. Stadler). Münster 2003: LIT Verlag (Dortmunder Beiträge zur Sozial- und Gesellschaftspolitik, Bd. 49).
- *Soziale Lösungen vor Ort. Neue Wege in der kommunalen Sozialpolitik* (Hg. mit B. Rosenberg). Wien 1999: Renner Institut.
- *The Use of Small Housing Units for Persons Suffering from Dementia* (in English, French and German). Vienna 1998: European Centre (Eurosocial Reports, No. 63, 64 and 65).
- *Alternativen zum Heim (Alternatives to Nursing Homes)*. Wien 1998: Bundesministerium für Arbeit, Gesundheit und Soziales (Reihe 'Soziales Europa', Bd. 9).
- *Developing Quality in Personal Social Services. Concepts, Cases and Comments* (ed. with A. Evers, R. Haverinen and G. Wistow). Aldershot 1997: Ashgate.
- *'Mitsprache' – Bedarfssfelder für politische Mitsprache älterer Menschen in Österreich* (mit C. Bahr und C. Strümpel). Wien 1996: BMAS (Forschungsberichte aus Sozial- und Arbeitsmarktpolitik, Nr. 58).
- *Reduktion oder Redefinition politischer Verantwortung? New Public Management und die Modernisierung sozialer Dienste in Delft und Stockholm* (mit A. Evers), Wien 1996: European Centre (Eurosocial Report, No. 60).
- *Managing Care and Welfare in Central and Eastern European Countries. Report of an International Seminar* (ed. with R. Kraan), Wien 1996: European Centre (Eurosocial Report, No. 58).
- *Berufliche Integration behinderter Menschen - Innovative Projektbeispiele aus Europa* (mit C. Strümpel). Wien 1997: Bundesministerium für Arbeit und Soziales (Reihe 'Soziales Europa', Bd. 6).
- *Klientenrechte. Sozialpolitische Steuerung der Qualität von Hilfe und Pflege im Alter* (Hg. mit A. Evers und C. Strümpel). Wien 1995: Bundesministerium für Arbeit und Soziales (Reihe 'Soziales Europa', Bd. 5).
- *Die Zukunft des Alterns. Sozialpolitik für das Dritte Lebensalter* (Hg. mit A. Evers und B. Marin). Wien 1994: Bundesministerium für Arbeit und Soziales (Reihe 'Soziales Europa', Bd. 4).
- *Pflegegeld in Europa* (mit A. Evers und B. Pruckner), Wien 1993: Bundesministerium für Arbeit und Soziales (Reihe 'Soziales Europa', Bd. 1).
- *Alt genug, um selbst zu entscheiden. Internationale Modelle für mehr Demokratie in Altenhilfe und Altenpolitik* (mit A. Evers und B. Pruckner). Freiburg 1993: Lambertus.

**Contributions to books**

- 'Concepts and strategies of quality assurance in care for older people' (with H. Nies) in T. Boll, D. Ferring and J. Valsiner (eds.) *Cultures of Care in Aging*. Charlotte, NC, 2018: Information Age Publishing, pp. 347-371.
- 'Hauskrankenpflege gestern und heute' in R. Ertl, U. Kratzer und K. Leichsenring *Hauskrankenpflege wissen – planen – umsetzen*. Wien 2017: Facultas, pp. 10-47.
- 'The Austrian Welfare State System: With Special Reference to the Long-term Care System' in C. Aspalter (ed.) *The Routledge International Handbook to Welfare State Systems*. London 2017: Routledge, pp. 258-273.
- 'Regulating migrants as a low-cost solution: The formalisation of a dual care labour market in Austria' (with J. Winkelmann and A.E. Schmidt) in N. Morel and C. Carbonnier (eds.) *At your service? The political economy of household services in Europe*. Basingstoke 2015: Palgrave Macmillan, pp. 172-195.
- Contributions to *Improving Continence Care for People with Dementia Living at Home* (with Dianne Gove et al.). Luxembourg 2014: Alzheimer Europe.
- 'Performance Measurement in long-term care in Austria' (with F. Lamontagne-Godwin, A. Schmidt, R. Rodrigues and G. Ruppe) in V. Mor, T. Leone and A. Maresso (eds.) *Regulating long-term care quality: An international comparison*. Cambridge 2014: Cambridge University Press, pp. 33-66.

- Contributions to *Optimum Continence Service Specification* (with KPMG, A.S. Wagg, D.K. Newman and P. van Houten). London/Gothenburg 2014: KPMG/SCA.
- 'Politiche familiari in Europa' in: L. Malfer and F. Gagliarducci (eds.) *Festival della Famiglia di Trento: Crisi economica e programmazione delle politiche familiari*. Milano 2013: FrancoAngeli, pp. 357-362.
- 'Quality measurement and improvement in long-term care in Europe' (with H. Nies and R. van der Veen) in OECD/European Commission (eds.) *A Good Life in Old Age? Monitoring and improving quality in long-term care*. Paris 2013: OECD Health Policy Studies, OECD Publishing, pp. 223-245.
- 'Constructing long-term care systems in Europe - Theoretical considerations and examples of innovative practice' in Z. Széman (ed.) *Challenges of the ageing societies in the Visegrad countries*. Budapest 2013: Hungarian Maltese Charity Service, pp. 71-82.
- 'Qualität in der Langzeitpflege – Ansätze und Instrumente aus Europa' in Österreichisches Komitee für Soziale Arbeit (ed.) *Langzeitpflege in einer solidarischen Gesellschaft. Herausforderungen und Chancen*. Wien 2011: ÖKSA, pp. 95-108.
- Contributions to '*Measuring progress: Indicators for care homes*' (in English and German), co-ordinated by the European Centre for Social Welfare Policy and Research. Vienna, Bad Schallerbach, Essen, Dortmund, London, Utrecht 2010: European Centre et al. (available at [http://www.euro.centre.org/detail.php?xml\\_id=1396](http://www.euro.centre.org/detail.php?xml_id=1396) also in Dutch, Czech and Spanish).
- 'Introducing civiness in steering and managing social services. Cases from long-term care' in T. Brandsen, P. Dekker and A. Evers (eds.) *Civiness in the Governance and Delivery of Social Services*. Baden-Baden 2010: Nomos, pp. 113-124.
- 'Le tendenze politiche socio-sanitarie nell'ambito della cura ed assistenza a lungo termine nei Paesi europei' in G. Bertin (a cura di) *Invecchiamento e politiche per la non autosufficienza*. Trento 2009: Edizioni Centro Studi Erickson, pp. 191-218.
- 'La atención integral como base de los sistemas emergentes de asistencia de larga duración en Europa' in: A. Arriba González de Durana and F.J. Moreno Fuentes (eds.) *El tratamiento de la dependencia en los regímenes de bienestar europeos contemporáneos*. Madrid 2009: Instituto de Mayores y Servicios Sociales (IMSERSO - Colección Estudios Serie Dependencia, No. 12007), pp. 95-122.
- Contribution to the WHO series *The Solid Facts – Home Care in Europe*, edited by R. Tarricone and A.D. Tsouros, Copenhagen 2008.
- 'Die Bedeutung integrierter Versorgungsnetzwerke in Europa. Ergebnisse aus dem europäischen Forschungsprojekt PROCARE' in A. Hedtke-Becker und S. Zank (Hg.) *Europäische Perspektiven für Generationen in Familie und Gesellschaft im demographischen Wandel*. Stuttgart 2007: Kohlhammer Verlag, pp. 117-129.
- 'Soziale Dienste für pflegebedürftige alte Menschen' in B. Schulte, U. Lübking, C. Linzbach und S. Scholz (Hg.) *Die Zukunft der sozialen Dienste vor der europäischen Herausforderung*. Baden-Baden 2005: Nomos, pp. 279-296.
- 'La regolazione delle politiche sociali nei Paesi dell'Unione Europea a partire dai sistemi locali' (con G. Bertin) in P. Messina (a cura di) *Sistemi locali e spazio europeo*. Roma 2003: Carocci, pp. 188-204.
- 'Qualität sozialer Dienste im "Europäischen Sozialmodell" – vergleichbar, messbar, regulierbar?' in Observatory for the Development of Social Services in Europe (ed.) *Indicators and quality of social services in a European context*, Frankfurt/M. 2003: ODSSE (<http://www.soziale-dienste-in-europa.de>).
- "'Le do qualcos'altro?'" Il cittadino come compratore dei servizi alla persona' in G. Bertin (a cura di) *Accreditamento e regolazione dei servizi sociali*. Padova 2002: emme&erre libri, pp. 97-116.
- 'Partners or competitors? The challenging world of public-private relationships in social services' in European Social Network (ed.) *Mind the Gap! Building cooperation between the Public and Private Social Sectors at a European level*. Brighton 2001: ESN, pp. 5-14 (see also [www.socialeurope.com](http://www.socialeurope.com)).
- 'Austria: social enterprises and new childcare services' in C. Borzaga and J. Defourny (eds.) *The Emergence of Social Enterprises*. London 2001: Routledge (Routledge Studies in the Management of Voluntary and Nonprofit Organisations), pp. 31-46.
- 'Solidarity and care in Austria' (with G. Majce and S. Pleschberger) in R. ter Meulen, W. Arts and R. Muffels (eds.) *Solidarity in Health and Social Care in Europe*. Dordrecht/Boston/London 2001: Kluwer Academic Publishers, pp. 189-228.

- 'Internationale Trends der Privatisierung sozialer Dienste – Hintergründe und Entwicklungslinien am Beispiel der Reformen in Delft und Stockholm' in K.-H. Boessenecker, A. Trube and N. Wohlfahrt (Hg.) *Privatisierung im Sozialsektor. Rahmenbedingungen, Verlaufsformen und Probleme der Ausgliederung sozialer Dienste*. Münster 2000: Votum Verlag, pp. 95-115.
- 'Political Participation of Older Citizens in Austria' (with Christiane Bahr and Charlotte Strümpel) in A. Walker and G. Naegele (eds.) *The Politics of Old Age in Europe*. Buckingham 1999: Open University Press, pp. 65-82.
- 'Neue Organisations- und Steuerungsformen sozialer Dienste in Delft und Stockholm' in D. Grunow and H. Wollmann (Hg.) *Lokale Verwaltungsreform in Aktion: Fortschritte und Fallstricke*. Basel/Boston/Berlin 1998: Birkhäuser, pp. 354-371.
- 'Ausgewählte Aspekte der vorliegenden Optionen zur Pflegeversicherung in der Region Trentino-Südtirol' (Gli aspetti più salienti delle varie ipotesi di previdenza per non autosufficienti nella Regione Trentino-Alto Adige) (mit C. Prinz) in Autonome Provinz Bozen Südtirol/ Provincia Autonoma di Bolzano Alto Adige (Hg.) *Beiträge zum Thema 'Die Pflegeversicherung' (Argomenti sul tema 'La copertura previdenziale per non autosufficienti')*. Bozen/Bolzano 1997: Autonome Provinz Bozen Südtirol/Provincia Autonoma di Bolzano Alto Adige, pp. 57-72 (73-90).
- 'Politische Mitbestimmungsmöglichkeiten älterer Menschen in Österreich' (mit C. Bahr und C. Strümpel) in Bundesministerium für Familie, Senioren, Frauen und Jugend (Hg.) *Politische Beteiligung älterer Menschen in Europa*. Bonn 1997: BMFSFJ, pp. 129-140.
- 'Eine gemeinsame Sprache finden – Beratung und Koordination zur Entlastung pflegender Angehöriger in Niederösterreich' (mit U. Farkas) in A. Evers und B. Pruckner (Hg.) *Pflege in der Familie? Politik, die hilft. Tagungsdokumentation*. Wien: BMUJF 1995, pp. 157-169.
- 'Payments for Care: The Case of Austria' (gem. mit A. Evers und B. Pruckner) in A. Evers, M. Pijl and C. Ungerson (eds.) *Payments for Care. A Comparative Overview*. Aldershot 1994: Avebury, pp. 191-214.
- 'Dare all'utente la possibilità di decidere: i servizi di consulenza a sostegno delle strategie per una maggiore partecipazione in Austria' (gem. mit B. Pruckner) in: Ministero dell'Interno/Centro Europeo per la Politica e la Ricerca Sociale (eds.) *Innovazione e partecipazione nell'assistenza agli anziani – L'Italia incontra l'Europa*. Roma 1994: Ministero dell'Interno, pp. 281-296.
- 'Wedding the Incompatibles – Counselling Services as Mediators Between Formal and Informal Care' (with B. Pruckner) in: Tout, K. (ed.) *Elderly Care – A World Perspective*. London 1993: Chapman & Hall, pp. 195-202.

#### Articles in peer-reviewed journals

- 'Development of quality outcome indicators to improve the quality of urinary and faecal continence care' (with A. Wagg, D. Gove and J. Ostaszkiwicz) in: *International Urogynecology Journal*, October 2018, <https://doi.org/10.1007/s00192-018-3768-2>.
- 'Lessons for regulating informal markets and implications for quality assurance – the case of migrant carers in Austria' (with A.E. Schmidt, J. Winkelmann and R. Rodrigues) in: *Ageing & Society*, Vol. 36(4), December 2015, pp. 741-763.
- 'Developing an Internationally-Applicable Service Specification for Continence Care: Systematic Review, Evidence Synthesis and Expert Consensus' (with A.S. Wagg, D.K. Newman and P. van Houten) in: *Plos One*, 2014, DOI: 10.1371/journal.pone.0104129.
- 'Methodological Development of the Interactive INTERLINKS Framework for Long Term Care' (with J. Billings) in: *International Journal of Integrated Care*, 14 (April-June 2014): 1-10.
- 'The public gets what the public wants: Experiences of public reporting in long-term care in Europe' (with R. Rodrigues, L. Trigg, A.E. Schmidt) in: *Health Policy*, Vol. 116, May 2014: 84-94.
- 'Nine European trends in quality management of long-term care for older people' (with H. Nies) in: *KIZ – Tijdschrift over kwaliteit en veiligheid in zorg*, Vol. 7 (2013): 24-27.
- 'Integrated Care for older people in Europe – latest trends and perceptions' in: *International Journal of Integrated Care*, Vol. 12, January 2012 - <http://www.ijic.org/index.php/ijic/article/view/831>.
- 'Care work in Europe: Current understandings and future directions - by Claire Cameron and Peter Moss' (Book review) in: *Health & Social Care in the Community*, Vol. 16(5), September 2008: 561-562.



- 'Developing integrated health and social care services for older persons in Europe' in: *International Journal of Integrated Care*, Vol. 4, September 2004 - ISSN 1568-4156 - <http://www.ijic.org/index.php/ijic/article/view/107>.
- 'New Developments in Care and Welfare Policies in Europe' in: *Journal for Mental Changes. Perspectives of Economic, Political and Social Integration*, Vol. 3, No. 2/1997: 23-30.
- 'Paying for Informal Care. An Issue of Growing Importance' (with A. Evers) in: *Ageing International*, Vol. 21, No. 1/1994: 29-41; also in Spanish: 'Asistencia Informal Remunerada: una cuestión de creciente importancia' in: *Revista de Gerontología*, Vol. 4, No. 2/1994: 114-125.
- 'Zwischen privater Pflicht und öffentlicher Verantwortung – europäische Trends und sozialpolitische Perspektiven der Pflegevorsorge' (mit B. Pruckner) in: *Österreichische Zeitschrift für Politikwissenschaft*, Nr.3/1993: 291-311.

#### Articles in stakeholder magazines and journals

- 'Die Buurtzorg-Idee als Evolution in der mobilen Langzeitpflege in Österreich: Chancen und Gestaltungsoptionen eines niederländischen Versorgungsmodells' (mit H. Staflinger) in: *WISO*, Vol. 40, Nr. 3: 49-70.
- 'Der österreichische Weg der 24-Stunden-Betreuung und seine Wirkung auf Qualität und Qualitätssicherung' (mit A.E. Schmidt) in: *Soziale Sicherheit*, Heft 1, Januar 2016: 15-21.
- 'Buurtzorg Nederland – Ein innovatives Modell der Langzeitpflege revolutioniert die Hauskrankenpflege' in: *ProCare*, No. 8, 2015: 22-24.
- 'Kein gemeinsamer Markt – Warum deutsche Heimträger in Österreich rar sind' in: *Lebenswelt Heim* (Austrian Magazine for Care Home Professionals), Heft 58, Juni 2013: 34-36.
- 'INTERLINKS – Ein EU-Forschungsprojekt zur Anregung von Innovation im Bereich der Langzeitbetreuung und -pflege' in: *Lebenswelt Heim* (Austrian Magazine for Care Home Professionals), Heft 53, März 2012: 34-36.
- 'Ergebnisorientierte Qualitätsindikatoren für Alters- und Pflegeheime' in: *Soziale Sicherheit, Journal of the Swiss Federal Social Insurance Office*, no. 1, Januar 2012 (in German and French): 26-31 - <http://www.bsv.admin.ch/>
- 'La prestation dépendance en Autriche' in: *Années–Documents–Cleirppa*, No. 231/1995: 9-16.
- 'Ein Modellprojekt zur Verbesserung der Sozial- und Gesundheitsversorgung in Niederösterreich' in: *SOCIALimages*, Nr. 5/1994: 28-30.
- 'Putting Political Participation on the Agenda' (with C. Strümpel) in: *Ageing International*, Vol. 21, No. 2/1994, pp. 27-30.

#### Reports and Policy Briefs

- *Ageing 4.0 – New approaches to population ageing. Policy Brief*, October 2018. Vienna: European Centre.
- *The long-term care workforce in Austria (with R. Rodrigues and G. Bauer). Policy Brief*, September 2018. Vienna: European Centre (also available in German).
- *Working conditions in long-term care in Austria (with G. Bauer and R. Rodrigues). Policy Brief*, September 2018. Vienna: European Centre (also available in German).
- *Arbeitsbedingungen in der Langzeitpflege aus Sicht der Beschäftigten in Österreich. Eine Untersuchung auf Basis der internationalen NORDCARE-Befragung* (mit G. Bauer, R. Rodrigues und M. Six). Im Auftrag der Arbeiterkammer Wien. Wien 2018: Europäisches Zentrum.
- *Die Bedeutung von Kennzahlen für das Nationale Qualitätszertifikat. Eine Analyse des NQZ unter besonderer Berücksichtigung der Messung von Lebensqualität* (mit G. Bauer). Studie im Auftrag des BMASK. Wien 2017: Europäisches Zentrum.
- Contributions to *Realizing the potential of living longer*, UNECE Policy Brief on Ageing No. 19, September 2017. Geneva: UNECE Working Group on Ageing.
- *Community care for people with dementia: A handbook for policymakers* (with K. Schulmann and S. Ilinca). Vienna 2017: European Centre.
- *Potentials for social innovation in social support and long-term care. A series of Policy Papers* (with K. Schulmann et al.). Vienna et al. 2016: European Centre et al. (MoPAct Report, #8.4).
- *The view from within: "Good" care from the perspective of care professionals – lessons from an explorative study. Policy Brief* (with K. Schulmann, K. Gasior and M. Fuchs). February 2016. Vienna: European Centre.
- *Integrated Care, Choice and Competition – Challenges and strategies of care coordination in the context of market-oriented governance in Germany and Sweden* (with R. Rodrigues and R. Falk), Report commissioned by the Swedish Ministry for Health and Social Affairs. Vienna 2015: European Centre.

- A qualitative inventory of the key drivers of social innovation in the delivery of social support and long-term care (with K. Schulmann et al.). Vienna et al. 2015, European Centre for Social Welfare Policy and Research et al. (MoPAct Report, #8.3).
- *Gute Pflege aus Sicht der Beschäftigten - Bedingungen, Ziele und Perspektiven der Qualitätsverbesserung in der Langzeitpflege. Studie im Auftrag der AK Wien* (mit K. Schulmann, K. Gasior and M. Fuchs), Wien 2015: Europäisches Zentrum/AK Wien.
- *To Make or to Buy Long-term Care? Part III. Quality Assurance to Avoid Market-failure. Policy Brief* (with J. Winkelmann and R. Rodrigues). November 2014. Vienna: European Centre.
- *To Make or to Buy Long-term Care? Part II: Lessons from Quasi-markets in Europe. Policy Brief* (with J. Winkelmann and R. Rodrigues). October 2014. Vienna: European Centre.
- *To Make or to Buy Long-term Care? Part I: Learning from Theory. Policy Brief* (with R. Rodrigues and J. Winkelmann), September 2014. Vienna: European Centre.
- *The 'Make or Buy' Decision in Long-term Care: Lessons for Policy. Project Report* (with R. Rodrigues and J. Winkelmann). Vienna 2014: European Centre.
- *Social support and long-term care in EU care regimes. Framework conditions and initiatives of social innovation in an active ageing perspective* (with K. Schulmann et al.). MoPAct Report #8.1, Vienna 2014: European Centre et al.
- *Pflegebedarf und Versorgungsmix Wien* (mit A.E. Schmidt, M. Fuchs und M.M. Hofmarcher). Wien 2014: Stadt Wien/Europäisches Zentrum.
- *Far from a common market: Exploring the surprising paucity of German care home providers in Austria. Policy Brief*, August 2013. Vienna: European Centre.
- *Active and healthy ageing for better long-term care – A fresh look at innovative practice examples. Policy paper* (with R. Rodrigues, M.M. Hofmarcher and J. Winkelmann). Vienna 2013: European Centre.
- *German organisations providing residential care in Austria – About political and cultural cleavages in a 'closed shop'* (with A. Schmidt, U. Augustin and D. Panteli). Vienna 2013: European Centre (ECAB Report).
- *Wirkungsweisen und Effekte von Geldleistungen und Sachleistungen im Sozialbereich* (mit M. Fuchs, B. Marin, G. Ruppe and P. Vanhuysse). Wien 2012: Stadt Wien/Europäisches Zentrum.
- *Mapping quality management and public reporting of LTC in selected European countries* (with R. Rodrigues, A. Schmidt, F. Barbabella and L. Trigg). Vienna 2012: European Centre (ECAB Report).
- *Governance and finance of long-term care across Europe. Overview report* (with K. Allen, J. Glasby et al.). Birmingham/Vienna 2011: University of Birmingham/European Centre for Social Welfare Policy and Research (INTERLINKS Report #4 – <http://interlinks.euro.centre.org/project/reports>).
- *Quality Management and Quality Assurance in Long-Term Care - European Overview Paper* (with H. Nies, R. van der Veen, R. Rodrigues et al.). Utrecht/Vienna 2010: Stichting Vilans/European Centre for Social Welfare Policy and Research (INTERLINKS Report #2 – <http://interlinks.euro.centre.org/project/reports>).
- *Long-term care and social services in Austria* (with G. Ruppe, R. Rodrigues and M. Huber) Vienna: European Centre - Contribution to the Worldbank Workshop and Study Tour on Social and Long-term Care, Vienna, April 2009.
- *Strategies for monitoring and improving quality of services. Part V* in: M. Huber/M. Maucher/B. Sak (eds.) Study on Social and Health Services of General Interest in the European Union. Final Synthesis Report (commissioned by the European Commission, DG Employment). Vienna/Frankfurt/Liège 2008: European Centre/ISS/Ciriec: 291-308.
- *A Major Policy Impact of the European Centre's Consultancy: A New Long-term Care Scheme for Bolzano-Alto-Adige (Italy). Policy Brief*, February 2008. Vienna: European Centre.
- *Erhebung des individuellen Pflegebedarfs. Analysen neuer Erhebungsinstrumente im ambulanten und stationären Bereich* (mit M. Fuchs). Wien/Bozen/Vicenza: Europäisches Zentrum / Autonome Provinz Bozen - Assessorat für Personal-, Gesundheits- und Sozialwesen 2001; 2002; 2003; 2004; 2006.
- *Persönliche soziale Dienstleistungen: Qualität der Dienstleistung und Qualität der Arbeitsbedingungen*. Wien 1999: Europäisches Zentrum (Austrian country report in the framework of the European Foundation for the Improvement of Living and Working Conditions Project 'Social Public Services: Quality of Service – Quality of Working Conditions', also in English).

- *The Role and Functioning of NGOs in the Social Protection Systems of Countries Associated with the European Union – Poland. Final Report* (with J. Boczón et al.). Vienna/Warszawa/Gdansk 1998: European Centre.
- *Purchaser-Provider Relationships and Quality Assurance in the Area of Personal Social Services in Vienna* (with M. Stadler). Austrian report in the framework of the EU project 'Qualification for Development', European Commission (DG XIII). Vienna 1998: European Centre.
- *Analyse und mögliche Neustrukturierung der Sozialausbildungen in Österreich* (mit C. Badelt). Studie im Auftrag des Bundesministeriums für Wissenschaft und Verkehr und des Bundesministeriums für Unterricht und kulturelle Angelegenheiten. Wien 1998: Wirtschaftsuniversität Wien/Institut für Sozialpolitik.
- *Social Protection for Pensioners and Frail Older Persons in Austria*. Austrian National Report in the framework of the EU project 'Social Protection for Dependency in Old Age'. Vienna 1997: European Centre.
- *'leben und pflegen' – Beratung und Koordination im Sozialsprengel. Evaluation eines dreijährigen Modellprojekts* (mit Christiane Bahr) im Auftrag der NÖ. Landesregierung und der Bundesministerin für Frauenangelegenheiten. Wien 1995: Europäisches Zentrum.
- *Arbeiten und Wohnen behinderter Menschen. Status quo im Bundesland Salzburg und Vorschläge zur Weiterentwicklung anhand internationaler Beispiele* [Employment and housing of people with disabilities in the province of Salzburg and recommendations for further development based on innovative examples from Europe] (mit C. Strümpel, D. Gödl, H. Schoibl und E. Pircher). Projektbericht im Auftrag der Salzburger Landesregierung, des Landesarbeitsamtes und des Landesinvalidenamtes Salzburg. Wien/Salzburg 1994: Europäisches Zentrum.

#### Selected projects

#### Coordinator

- 'Support to the Slovenian authorities with the implementation of an integrated system for long-term care (LTC) in Slovenia. Expert monitoring and evaluation of pilot projects' (with R. Kahlert and C. Boehler), commissioned by the Structural Reform Support Service (SRSS), European Commission (2018-2019)
- 'Integration of health and social sectors for the provision of long-term care' (with R. Rodrigues and S. Ilinca), commissioned by WHO Europe (2017-2018)
- 'Innovating health and social care in rural areas – New approaches for Macedonia in cooperation with the Municipality of Krivogaštani, co-financed by the BACID Programme of the Centre for Public Administration Research (KDZ) and the Austrian Development Cooperation (2016)
- 'Gute Pflege aus Sicht der Beschäftigten' ['Good Care' from care workers' perspectives], commissioned by the Chamber of Labour for Vienna (2014-2015)
- 'Long-term Care Markets and Integrated Care – Policy utopia or a goal within reach?' (with R. Rodrigues, J. Winkelmann and R. Falk), commissioned by the Swedish Ministry for Health and Social Affairs (2014-2015)
- 'INTERLINKS – Health systems and long-term care for older people in Europe: Modelling the interfaces and links between prevention, rehabilitation, quality of services and informal care', European Commission, Seventh Research Framework Programme (2008-2012)
- 'Generationenpolitik – Internationale Ansätze und Entwicklungen' (2008-2009), commissioned by the Swiss Federal Social Insurance Office
- 'Contracting for Quality' (2009-2010) commissioned by the European Social Network (ESN)
- 'Rescaling of Social Welfare Policies – A comparative study on the path towards multi-level governance in Europe' (2005-2008) – <http://www.euro.centre.org/rescaling>
- 'PROCARE – Providing Integrated Social and Health Care Services to Older Persons' (2002-2005, in the framework of the EU Fifth Framework Programme, Quality of Life and Management of Living Resources) – <http://www.euro.centre.org/procare>
- 'Introducing a Long-Term Care Insurance in the Autonomous Province of Bolzano-Alto Adige' (2000-2007, commissioned by the Provincial Government of Alto Adige, Italy)
- 'Transfer of a transnational training concept for quality management in social services and residential care to France and the United Kingdom – E-Qalin Transfer' (2008-2010) in the framework of the EU-Programme Leonardo da Vinci – Transfer of Innovations
- 'Breaking the Taboo – Empowering health and social service professionals to combat violence against older women within families' (2007-2009) commissioned by the European Commission, DG Justice and Home Affairs



- Evaluation of 'Evidence Based Guidelines on Health Promotion for Elderly: social determinants, inequality and sustainability' (2006-2008) commissioned by the European Commission, DG Public Health – <http://www.healthproelderly.com>
- 'AscoltarVI per CapirVI – Un'analisi dei bisogni della popolazione vicentina anziana' (2005-2006) commissioned by the Municipality of Vicenza
- 'Evaluation of CINDERELLA, an international network of family-based child care providers' (1999/2000, in the framework of the EU Employment NOW programme)
- 'Coordination and Counselling in Social and Health Care' – Development and Evaluation of Model Projects in Three Regions of Lower Austria' (1991-1995)

#### Participant

- 'Die Bedeutung von Kennzahlen im Rahmen des Nationalen Qualitätszertifikats (NQZ)' (with G. Bauer), commissioned by the Austrian Ministry of Labour, Social Affairs and Consumer Protection (BMASK) (2016-2017)
- 'Community care for people with dementia: A handbook for policy makers' (with K. Schulmann and S. Ilinca), commissioned by the Swedish Ministry of Health and Social Affairs (2016)
- 'Mobilising the Potential of Active Ageing in Europe (MOPACT)', European Commission, Seventh Research Framework Programme, coordinated by the University of Sheffield: Responsible for WP8 on long-term care and social support, Member of the Steering Committee (2013-2017)
- 'Development of a National Strategy Regarding Elderly and Active Aging' for Romania; participation as 'Expert for Long-term Care', commissioned by the World Bank (2014-2015)
- 'A Service Specification for Continence Care' (with A. Wagg et al.) commissioned by SCA in cooperation with KPMG Health (2013-2014).
- 'Make or buy?' - Long-term care services in Sweden: Lessons for policy (with R. Rodrigues and J. Winkelmann), commissioned by the Swedish Ministry for Health and Social Affairs (2013/14)
- 'Pflegebedarf und Versorgungsmix Wien' (with A.E. Schmidt and M. Fuchs), commissioned by the City of Vienna, MA 24 (2013-2014)
- 'Wellbeing and Dignity of Older people' (WeDO), coordinated by AGE Platform, co-funded by the European Commission, DG Employment and Social Affairs, Member of the Expert Advisory Board (2011-2012)
- 'Evaluating Care Across Borders' (ECAB), European Commission, Seventh Research Framework Programme, coordinated by the London School of Economics (2010-2013)
- 'Wirkungsweisen und Effekte von Geld- und Sachleistungen im Sozialbereich' [Effects of Services in kind and in cash in social care and assistance] (with M. Fuchs, B. Marin, G. Ruppe and P. Vanhuysse), commissioned by the City of Vienna, Department for Health and Social Planning (2011-2012)
- 'Innovative policies to support healthy, active and dignified aging – A novel policy framework for active, healthy and dignified aging and provision of health and long-term care services in the Czech Republic', funded by the European Commission, DG Employment, PROGRESS Programme (2012-2013)
- 'Quality management by result-oriented indicators – Towards benchmarking in residential care for older people' (2008-2010), commissioned by the European Commission, DG Employment (Programme PROGRESS), participation as a consultant on behalf of E-Qalin Ltd. (Bad Schallerbach, Austria)
- Programme 'Peer Reviews in the Field of Social Inclusion Policies' (2004-2005, European Commission, DG Employment, Social Affairs and Equal Opportunities): Peer Review Manager for Finland (2004) and Italy (2005) – <http://www.peer-review-social-inclusion.net>
- 'European quality-improving innovative learning in residential care for older persons' (2004-2007) commissioned by the EU Leonardo da Vinci Programme – <http://www.e-qalin.net>
- 'Social Public Services: Quality of Working Conditions, Quality of Service' (1999, with M. Stadler, on behalf of the European Foundation for the Improvement of Living and Working Conditions, Dublin)
- 'Purchaser-Provider Relationships and Quality Assurance in the Area of Personal Social Services' (1998, Austrian report for the EU-Project 'Qualification for development', co-ordinated by SMAER/Italy)
- 'Education Systems for Social Professions – Analysis and Reform Perspectives in Austria' (1998, with C. Badelt, University of Economics, Vienna, on behalf of the Austrian Ministries for Education and Science)
- 'The Use of Small Housing Units for Persons Suffering from Dementia' (1997/98, with 'Groupe Saumon')
- 'Employment Policy and Child Care in Vienna' (1997, with M. Thenner et al.)

- Evaluation of COST A5 'Ageing and Technology' (1996, with P. Faughnan, A. Tinker et al.)
- 'Social Protection for Dependency in Old Age' (1996/97), Austrian Country Study in an international comparative study, co-ordinated by HIVA, Belgium
- 'Non-Governmental Social Welfare Organisations in Russia – Developing Social Partnership between NGOs and the State' (Takis Programme 1998/99), in co-operation with DHV Consultants BV, The Netherlands
- 'The Role and Functioning of NGOs in the Social Protection Systems of Countries Associated with the European Union: Poland' (1997/98), Phare/Consensus Programme
- 'Payments for Care in Selected European Countries' (1992/93), with A. Evers and B. Pruckner

Conference design,  
organisation and  
documentation

- 'Ageing Research in Eastern Europe' – Consultation with JPI 'More Years, Better Lives' (Vienna, 2018)
- UNECE Ministerial Conference on Ageing, Research Forum (Lisbon, 2017)
- European Centre, General Assembly Meeting (Vienna, 2016 onwards)
- Final Conferences of INTERLINKS (Baden, 2011) and PROCARE (Venice, 2004)
- 'Professional Social Work and Higher Education – Implications for Education and Practice' (Vienna, 1998)
- 'Developing Quality in Personal Social Services' (Helsinki, 1996, with STAKES, Finland)
- 'Alternatives to Nursing Homes' (Baden near Vienna, 1996, with 'Groupe Saumon')
- 'Managing Care and Welfare in Central and East European Countries' (Vienna, 1995, with NIZW, The Netherlands)
- 'Political Participation of Older Citizens in Europe' (Vienna, 1998)
- 'The Future of Ageing' and 'Client's Rights and Quality of Care' (Salzburg and Baden near Vienna, 1993, in the framework of the 'European Year of Older Persons and Solidarity Between Generations')

Conference papers and  
presentations  
(selection since 2010)

- 'Ageism in employment. Strategies to combat discrimination and to enhance equal opportunities by an integrated life-course approach', Final Conference of COST Action IS1402 on AGEISM, Brussels, 26 October 2018
- 'EU Uniform Care – The Way Ahead or a Hazard? Long-term Care in a (still) divided Europe', First joint EAHSA-E.D.E. Congress, Prague, Czech Republic, 13-14 September 2018
- 'Towards a Framework for the Integration of Health and Social Sectors for the Provision of Long-Term Care in the WHO European Region', ILPN Conference, Vienna, Austria, 10-12 September 2018
- 'Das Buurtzorg-Modell im Kontext – Kritische Fragen zur Übertragbarkeit', EIMSED-Workshop, Wien, Austria, 25 April 2018
- 'Ageing populations, active ageing and long-term care. Key issues at stake', Ministry of Cooperatives, Labour and Social Welfare, Tehran, Iran, 7 March 2018
- 'Models of social policy for older people in Europe. Comparative approaches', Lecture and Workshop at the Allameh Tabataba'i University, Tehran, Iran, 5 and 6 March 2018
- Langzeitpflege und -betreuung. Theoretische Zugänge, Herausforderungen und politische Strategien, Arbeitskreis Dr. Benedikt Kautsky, 4 January 2018
- 'Auf dem Weg zur Wirkungsmessung', Workshop zu Outcome-Messung in der Langzeitpflege und -betreuung, Gesundheit Österreich GmbH, Wien, Austria, 17 November 2017
- 'Zur Zukunft von Langzeitpflege und Sozialer Betreuung im ländlichen Raum', Werkstatt "Soziale Regionalentwicklung: Lebensqualität für alle!", Gleisdorf, Austria, 25 September 2017
- 'Altersintegrierte Lebenslaufperspektiven. Maßnahmen gegen prekäres Leben', Haus der Europäischen Union, Wien, Austria, 15 September 2017
- 'Avenues for integrated health services delivery. Primary health care and long-term care', First meeting of the Primary Health Care Advisory Group, WHO, Almaty, Kazakhstan, 20-21 June 2017
- 'Sostenere i sistemi di welfare con reti e iniziative dal basso. Esperienze dall'Europa', Project Roma Capitale, Rome, Italy, 16 June 2017
- Kulturen der Pflege und der Qualitätssicherung im europäischen Vergleich', ÖGGG Geriatriekongress Wien, Austria, 20 April 2017
- 'Defining, assessing and improving quality in long-term care in the community', Stakeholder Workshop, Celje, Slovenia, 11 April 2017

- 'The economic dimension of population ageing – From 'silver economy' to 'Ageing 4.0', Key-note presentation at the 9<sup>th</sup> Meeting of the UNECE Working Group on Ageing, Geneva, Switzerland, 21-22 November 2016
- 'Challenges of long-term care: Deinstitutionalisation, integration of care and the role of informal care', Policy Dialogue 'Long-term Care in Slovenia', Ljubljana, Slovenia, 23 October 2016
- 'Long-term Care in Austria', Workshop 'Territorial governance and long-term care in Europe' Madrid, Spain, 4-5 October 2016
- 'Long-term Care in Europe', Workshop at the Professional Programme 'European Health and Social Systems in Transition', Alpbach, Austria, 21 August 2016
- 'Social innovations in home care – Lessons to be learned for emerging long-term-care systems' and 'Defining, assessing and improving quality in long-term care', Second International Home Care Congress, Istanbul, Turkey, 18-20 June 2016
- 'Integrated Care, Choice and Competition – Removing barriers to care coordination in the context of market-oriented governance in Germany and Sweden', International Conference on Integrated Care, Barcelona, Spain, 23-25 May 2016
- 'Konzepte von Qualität in der Langzeitpflege', Forum für Geriatrie und Gerontologie, Bad Hofgastein, Austria, 11 March 2016
- 'Was heißt hier gute Pflege? Qualität in der Pflege aus der Sicht von Beschäftigten und Betreuungspersonen', Pre-Conference of the 2nd Conference of the Austrian Health Economics Association, Vienna, Austria, 25 February 2016
- 'Integrating health and social care services to provide long-term care – Activating resources and innovation at the local level', ESN Workshop, Manchester, UK, 5-6 November 2015
- 'What is needed for a good strategy to develop long-term care? Policy Dialogue organised by WHO Regional Office for Europe, Bratislava, Slovak Republic, 4 November 2015
- 'Towards Integrated Long-term Care Systems in Europe – Overcoming Divides and Investing in Innovation', Conference 'Active and Healthy Ageing in Slovenia', Ljubljana, 17-18 June 2015
- 'Alternde Gesellschaft und die Anforderungen an Integrated Care' Geriatriekongress, Symposium der Österreichischen Gesellschaft für Public Health, Vienna, Austria, 26-28 March 2015
- 'Lebensqualität messbar machen – Kennzahlen zur Steuerung' Workshop 10 Jahre E-Qalin – eine europäische Erfolgsgeschichte, Vienna, Austria, 20 March 2015
- 'Developing long-term care systems', Workshop at the Ministry of Social Security, Luxembourg, November 2014
- 'Long-term care in Europe', Key-note presentation at the Annual Conference of Nursing Homes Ireland (NHI) 'Meeting the Care Requirements of Ireland's Ageing Population', Dublin, Ireland, 6 November 2014
- 'Integrating health and social care – The role of ICT', Conference 'Ageing Wealth', Mirandola, Italy, 16-17 October 2014
- 'Social innovations in emerging long-term care systems', Second National Conference 'From Ageing Society to a Society of All Ages', Moscow, Russia, 9-10 October 2014
- 'The emerging identity of long-term care for older people in the context of 'active ageing' policies Ageing', Mid-term conference of the Research Network on Ageing in Europe, European Sociological Association (ESA): 'Anti-Ageing & Ageism – Constructions and Politics of Being Old in Europe', Klagenfurt, 18-20 September 2014
- 'Incontinence, ageing societies and long-term care', Key-note presentation at the 5<sup>th</sup> Global Forum on Incontinence 2014 "Better care, better health – towards a framework for better continence solutions" in Madrid, Spain, 8-9 April 2014
- 'Forschungsfragen im Bereich der Langzeitpflege und -betreuung', Conference 'Die Zukunft der sozialen Sicherung – Herausforderungen an die Politik, Fragen an die Forschung' in the framework of the 'Initiative de Recherche Franco-Allemande', Commissariat Général à la stratégie et à la prospective, Paris, France, 28 April 2014
- 'The role of long-term care in Europe – Challenges and approaches', Policy Briefing at the European Parliament, Brussels, Belgium, 28 November 2013
- 'Improving the quality of long-term care in Europe', First Interprofessional Congress of Care for Older People, organised by the Social Cluster Organization, Budapest, Hungary, 1-2 October 2013
- 'Integrated long-term care for older people living at home: theory and innovative practice', Key-note presentation at the Second International Meeting on Long-Term Care, Madrid, Spain, 25-26 June 2013

- 'Economia politica della famiglia: modelli europei e prospettive', Festival della famiglia, Riva del Garda, Italy, 27 October 2012
- 'Prevention & rehabilitation through health, social and informal care', ESN Autumn Seminar 'Retaining and regaining independence and inclusion in later life', Stuttgart, Germany, 24-25 October 2012
- 'International perspectives on integrating health and social care services – Towards integrated long-term care systems', Encuentro ETORBIZI de Innovación Sociosanitaria, Bilbao, Spain, 8-10 October 2012
- 'Partnership Working to Overcome Barriers in Research, Policy and Practice – Towards integrated long-term care systems', 4<sup>th</sup> EAUSA Conference, Malta, 27-28 September 2012
- 'Performance measurement in long-term care in Austria', International Conference on Evidence-based Policy in Long-term Care, London, UK, 5-8 September 2012
- 'Alten- und Pflegeheime am europäischen Pflegemarkt – Tendenzen der integrierten Langzeitbetreuung in Theorie und Praxis', Key-note at the '12. Österreichischer Kongress für Führungskräfte in der Altenpflege', Velden, Austria, 11-12 June 2012
- 'I cambiamenti nei sistemi dei paesi del centro Europa', Presentation at the Conference 'Il cambiamento dei sistemi di welfare: quali politiche e processi di governance?', Università Cà Foscari, Venice, Italy, 17-18 May 2012
- 'Constructing long-term care systems in Europe – Theoretical considerations and examples of innovative practice', National Home Care Conference, Kusadasi, Turkey, 12-14 April 2012
- 'Trends towards integrated long-term care for older people in Europe – Harnessing the knowledge base', 12<sup>th</sup> International Conference on Integrated Care, San Marino, 28-29 March 2012
- 'Politiche di welfare e crisi economica: il quadro comunitario', Regional conference 'Stati generali del welfare Trentino: quali prospettive e cambiamenti possibili?', Autonomous Region Trentino, Trento, Italy, 12 March 2012
- 'Europas Pflegemärkte – Long-term Care in European Benchmark Countries', 7<sup>th</sup> CareInvest Business Briefings Conference, Berlin, Germany, 29 November 2011
- 'Integrating the provision of services for older people – Long-term care (LTC) systems for older people from a European Perspective', Presentation at the Centre for Parliamentary Studies Conference 'Countdown to the European Year for Active Ageing', Brussels, Belgium, 23 November 2011
- 'The social innovation potential by developing long-term care systems – The INTERLINKS Framework', 14<sup>th</sup> European Health Forum, Bad Hofgastein, Austria, 5-8 October 2011
- 'Contracting for quality. Findings from six European countries', Socialchefsdagarna 2011, Gävle, Sweden, 28-30 September 2011 'Contracting for quality', Presentation at the 19<sup>th</sup> European Social Services Conference 'Building an Active and Caring Society: Innovation, Participation, Community', Warsaw, Poland, 6-8 July 2011
- 'Quality Development in Long-Term Care: An Overview of European Approaches', Presentation at the 2010 AcademyHealth Annual Research Meeting, Boston, USA, 27-29 June 2011
- 'Langzeitpflege im europäischen Vergleich – Wer ist zuständig und wer trägt die Verantwortung?', Presentation, 61. Österreichischer Städtetag, St. Pölten, Austria, 25-27 May 2011
- 'Politiche familiari in Europa', Presentation at the Conference 'Oltre l'Isce: politiche tariffarie e familiari a confronto', Municipality of Vicenza, Italy, 6 May 2011
- 'The present and future of quality management: Long-term care for older people in Europe', Presentation at the 'International Forum on Quality and Safety in Healthcare', Amsterdam, The Netherlands, 5-8 April 2011
- 'Health systems and long-term care for older people in Europe. Modelling the interfaces between prevention, rehabilitation, quality of services and informal care', Presentation at the 11<sup>th</sup> International Conference on Integrated Care, Odense, Denmark, 1 April 2011
- 'Qualität in der Langzeitpflege – Wer ist zuständig und wer sollte verantwortlich sein? Ansätze und Instrumente aus Europa', Presentation and Workshop at the Conference 'Langzeitpflege in einer solidarischen Gesellschaft Herausforderung und Chance', Innsbruck, Austria, 25 November 2010
- 'Achieving quality long-term care in residential facilities', Discussion Paper, Presentation and Synthesis Report for the Peer Review in Social Protection and Social Inclusion and Assessment in Social Inclusion 'Achieving quality long-term care in residential facilities', Murnau, Germany, 18-19 October 2010

Consultancy, evaluation,  
teaching and training  
(selection since 2008)

- Kennzahlen-Workshop im Rahmen der E-Qalin-Kommunity Österreich, Vorchdorf, Austria, 28 April 2016
- 'Qualitätsmanagement mit ergebnisorientierten Kennzahlen' [Quality management with result-oriented performance indicators], Workshop for management staff of SERVIOR, Luxembourg, November 2014
- Pflege- und Betreuungssysteme im europäischen Vergleich' [Long-term care systems in a comparative European perspective]: Module (2 days) in the framework of the Master course 'Nursing Sciences', organised by UMIT (March 2014)
- 'Senior Leadership in Social Administration (Module 2)': Lecture and discussion in the framework of a course for senior managers in public administration and social services, organised by the Lucerne University for Applied Sciences and Arts, Zürich (March 2014)
- 'Long-term care in Europe', module (2 days) in the framework of the E.D.E. training for Directors of Old Age and Nursing Homes, organised by Primawera, Graz (2013, 2015) and IBG, Bad Schallerbach (2015, 2016, 2017, 2018)
- 'Ageing Policies in Europe: Long-term care in focus', Lecture and seminar (2 days) in the framework of the MAS 'Ageing and Planning' of the Lucerne University for Applied Sciences and Arts, Lucerne, Switzerland (January 2013)
- 'Quality management by result-oriented indicators – Towards benchmarking in residential care for older people' (2009/2010), workshops in Austria, Germany and Luxembourg
- Evaluator of FP6 and FP7 Project Proposals (SSH, Health)
- Programme 'Peer Review in Social Protection and Social Inclusion' (2008-2011), European Commission, DG Employment, Thematic Expert, Peer Review 'Achieving quality long-term care in residential facilities', Germany (October 2010)
- Project Management, e.g. Master Universitario Europeo 'Mediazione interMediterranea', Università Ca' Foscari di Venezia (2003-2005); Diploma in 'Operatore della Pubblica Amministrazione', Facoltà di Scienze Politiche, Università degli Studi di Padova (2002-2003); Centro di Terapia Familiare, Padova e Milano (2004-2006)
- Team Building, e.g. Villaggio SOS di Vicenza (2002), SOGEI S.p.A. Roma (2006)
- 'Moderation/facilitation of working groups' in the framework of the Università degli Studi 'G. d'Annunzio' (Pescara) 'Master in Management Pubblico per lo Sviluppo Locale' (2008)
- 'Process and user orientation in residential care facilities' (Alten- und Pflegeheim Peuerbach, Alten- und Pflegeheim Axams, Austria; various residential care facilities (2008)